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**Carroll County Assisted Living Feasibility Analysis
Final Report**

Submitted to:

Carroll County Commissioners; 95 Water Village Road, Ossipee NH

For the time period: March 1, 2020 to March 31, 2020

The March/Final report is intended to cover all the deliverables outlined in the in the contract dated December 12, 2019. Deliverables include, Market Feasibility Analysis, Financial Feasibility Analysis, Focus Group, Coordination of Activities and present findings to Commissioners. These deliverable activities provide the county with information that will guide them to where a facility should be located, the size of the facility and if/how the project would be financially feasible. Due to the COVID 19 outbreak, this presentation will be scheduled as a virtual meeting on April 8, 2020.

Market Feasibility Analysis—a few key highlights from the 75-page report:

Data Collection: Data was collected in January and February 2020

MDS Research Company, Inc. process: 1) Defined market areas; 2) Gathered demographics; 3) Identified existing and planned senior housing communities; 4) Produced capture rate/demand; 5) Analyzed income levels; 6) Projected monthly fees and number of units.

1) Market Areas Defined

Conway Area	Ossipee Area	Tamworth Area	Moultenboro Area
03812 Bartlett 03813 Center Conway 03818 Conway/Albany 03838 Glen 03845 Intervale 03846 Jackson 03847 Kearsarge 03860 North Conway	03814 Center Ossipee 03830 East Wakefield 03836 Freedom 03864 Ossipee 03872 Sanbornville 03882 Effingham 03890 West Ossipee	03227 Center Sandwich 03259 North Sandwich 03817 Chocorua 03832 Eaton Center 03849 Madison 03875 Silver Lake 03883 South Tamworth 03886 Tamworth 03897 Wonalancet	03254 Moultonborough 03816 Center Tuftonboro 03850 Melvin Village 03853 Mirrow Lake 03894 Wolfeboro 03896 Wolfeboro Falls

2) Demographics

Appendix A in the Market Feasibility Report summarized the projected growth of Senior households in the age 65 to 75+ cohorts in the zip codes located within Carroll County. It

also projects age 75+ senior households with annual cash flow incomes and breaks it down by the defined market areas listed above. Appendix A which starts on page 53 has a lot of good information about the growth of the senior population that you may find interesting.

3) Existing Senior Housing Communities/Competition

- Sugar Hill Retirement - Wolfeboro
- Taylor Community - Wolfeboro
- Community for Elderly- Tamworth

Planned Communities

- Conway/Merriman House
- Taylor Community

4) Capture/Demand rates

The project capture rate is defined as the percentage of the age and income qualified prospects and individual Senior Housing community will have to attract or capture in order to achieve 93% occupancy level. MDS' opinion is that an individual assisted living community should not count on capturing more than 20% of this specific age and income qualified and need-driven target population in a specific market area in order to achieve 93% occupancy.

5) Analyzed income levels

**% of Each Income Category
In Primary Market Area 2019**

	Carroll County	State of NH	United States
< \$16,000	9.4%	13.0%	17.9%
\$16,000 to \$26,700	19.3%	18.0%	19.4%
\$26,700 to \$60,000	35.5%	35.4%	33.8%
\$60,000 +	35.9%	33.6%	28.9%

Affordability levels in Carroll County are slightly higher than both State and US in age 75+ households. Of note is that approximately two-thirds of households in Carroll County and NH will need to spenddown their assets to afford Senior housing products.

6) Projected monthly fees and number of units.

**MDS Proposed Product Characteristics for
New Assisted Living and Memory Care Units in Carroll County**

			Projected Monthly Fees	Potential Range Pricing for Higher ADL Needs
Assisted Living Units – Market Rate			Single Occupancy	Single Occupancy
Studio	24	325 – 375 SF	\$4,250 - \$4,450	\$4,650 - \$6,050
One Bedroom	20	450 – 500 SF	\$5,250 - \$5,500	\$5,650 - \$7,100
Two Bedroom	4	700 – 750 SF	\$6,450 – \$6,700	\$6,850 - \$8,300
Assisted Living – Medicaid				
	25	325 – 375 SF	\$2,206	None
Alzheimer’s/Memory Care Units				
	24	275 – 300	\$6,050 - \$6,350	

MDS Analysis

Focus Group

The Focus Group was held on March 2, 2020 at the Tri County CAP office in Tamworth. Email invitations were sent, and a press release was placed in the Conway Sun. There were seven attendees who provided valuable input. Attendees were told about the completed Market Feasibility study and they were very interested in the results. Participants were asked to share their thoughts on the need for the facility and describe the services they expected in an assisted living facility. They gave their top reasons why the County should build an assisted living and also shared why the County should not build. Participants discussed affordability as well as costs to provide services. Please see attached meetings notes for more details. Also included is the news article on the focus group.

Jon Freeman at NCIC has completed his work building the financial pro forma. Meeting with Howie Chandler enabled Jon to be able to refine the pro forma. Complete pro forma will be available for review in the meeting packet for the presentation on April 8, 2020.

We look forward to our presentation and discussion on April 8, 2020

If you have questions about this update, please contact Roxie Severance, RS Consulting, LLC roxie@rsconsulting.services or 603.733.6072.

Thank you for the opportunity to serve Carroll County.

Elder Services Feasibility Analysis For Carroll County



Presented by:

Roxie Severance
RS Consulting, LLC



Jon Freeman



Northern Community Investment Corporation

Purpose

Through market and financial analysis we were asked to help guide the County to consider:

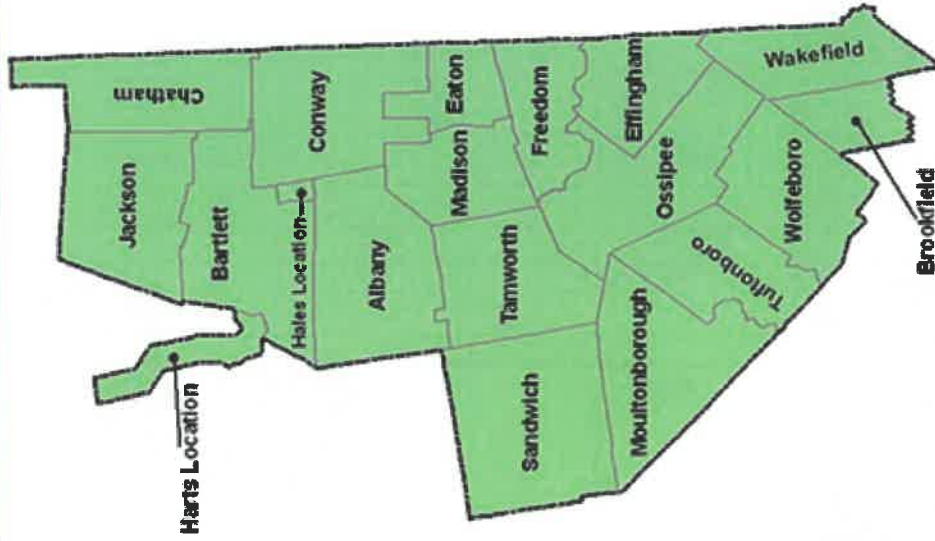
- Potential Assisted Living Facility Locations
- Appropriate Assisted Living Facility Size & Affordability
- Financial Feasibility



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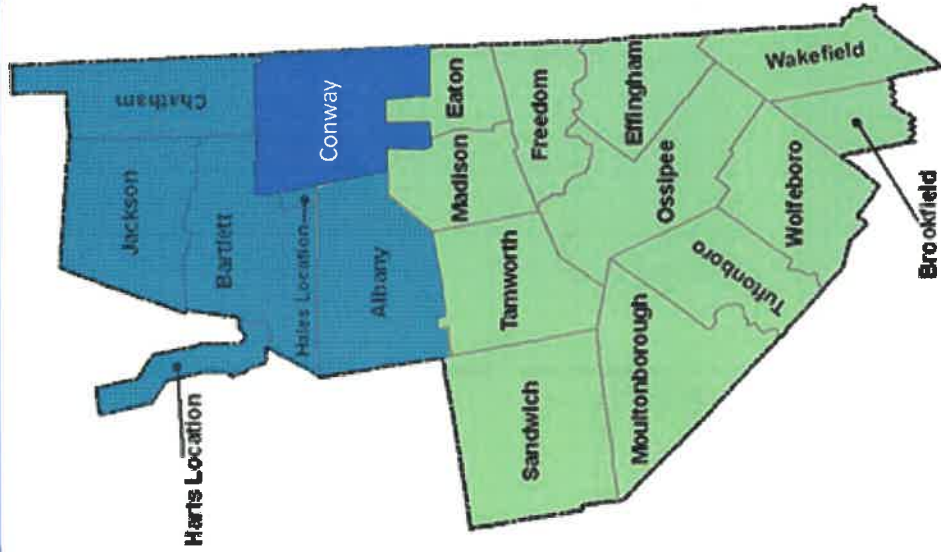
Section 1 - Facility Location



The Market Study defined 4 possible areas (refer to exhibit 1a, page 20)

1. Conway
2. Ossipee
3. Tamworth
4. Moultonborough

Section 1 - Facility Location – Conway Area



Zip Code / Community	Total 2019 Households	Age 75+ Senior Households			Average Annual % Change	
		2019	2021	2024		
Conway Area						
03812 Bartlett	522	77	77	78	1	0.3%
03813 Center Conway	1,787	216	225	238	22	2.0%
03818 Conway/Albany	1,513	187	194	204	17	1.8%
03838 Glen	281	41	41	42	1	0.5%
03845 Intervale	728	103	104	105	2	0.4%
03846 Jackson	223	35	35	36	1	0.6%
03860 North Conway	1,949	248	254	263	15	1.2%
Subtotal	7,003	907	930	966	59	1.3%

Section 1 - Facility Location – Conway Area

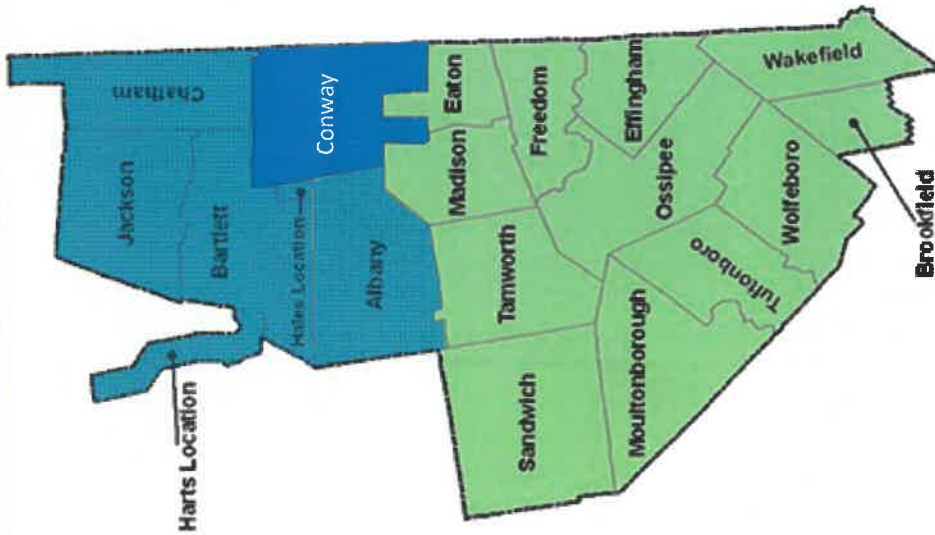
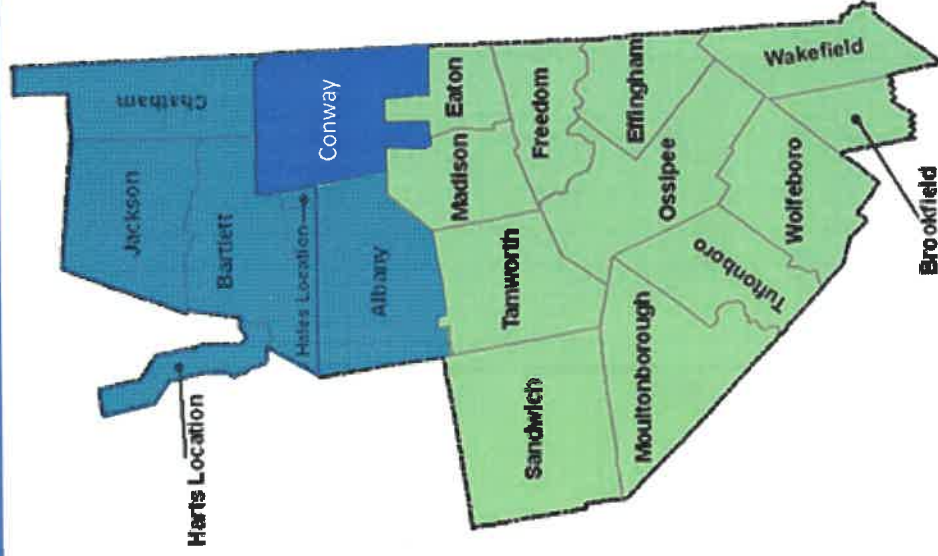


EXHIBIT 18b
 SUMMARY OF INCOME QUALIFIED AGE 75+
 HOUSEHOLDS BY ZIP CODE IN THE PRIMARY MARKET AREA
 2019 Time Frame - After Income Screen

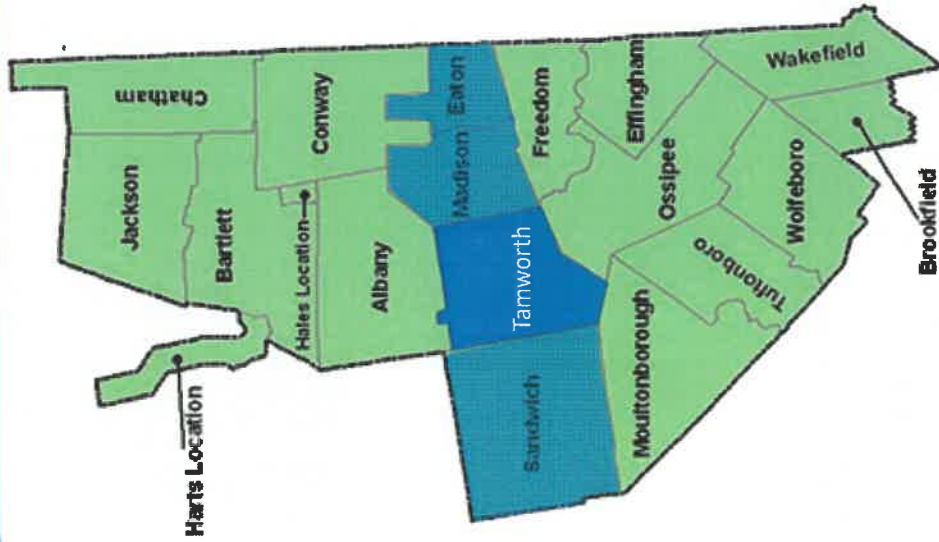
Zip Code / Community	Total Age 75+ Households	< \$16,000		\$16,000 - \$26,700		\$26,700 - \$60,000		\$60,000+	
		Number of Households	% of Total Age 75+ HH	Number of Households	% of Total Age 75+ HH	Number of Households	% of Total Age 75+ HH	Number of Households	% of Total Age 75+ HH
Conway Area									
03812 Bartlett	77	6	7.5%	18	23.0%	29	37.8%	24	31.7%
03813 Center Conway	216	16	7.4%	32	14.8%	84	38.8%	84	39.1%
03818 Conway/Albany	187	21	11.1%	49	26.1%	62	32.9%	58	29.8%
03838 Glen	41	3	6.6%	7	17.4%	13	31.6%	18	44.4%
03845 Intervale	103	6	5.3%	15	14.4%	31	29.9%	52	50.3%
03846 Jackson	35	2	5.1%	8	22.5%	10	29.5%	15	42.9%
03860 North Conway	248	35	14.1%	50	20.0%	76	30.6%	88	35.3%
Subtotal	907	87	9.6%	178	19.6%	304	33.6%	337	37.2%

Section 1 - Facility Location – Conway Area



Other Planned Assisted Living :
Memorial Hospital / Merriman House
Considering
Assisted Living Community

Section 1 - Facility Location – Tamworth



Zip Code / Community	Total 2019 Households	Age 75+ Senior Households			Average Annual % Change
		2019	2021	2024	
Tamworth Area					
03227 Center Sandwich	435	77	78	79	2 0.5%
03259 North Sandwich	152	27	28	29	2 1.4%
03817 Chocorua	234	33	33	34	1 0.6%
03849 Madison	787	99	103	108	9 1.8%
03875 Silver Lake	400	58	59	60	2 0.7%
03883 South Tamworth	82	13	13	13	0 0.0%
03886 Tamworth	838	117	119	123	6 1.0%
03897 Wonalancet	52	8	8	8	0 0.0%
Subtotal	2,980	432	441	454	22 1.0%

Section 1 - Facility Location – Tamworth

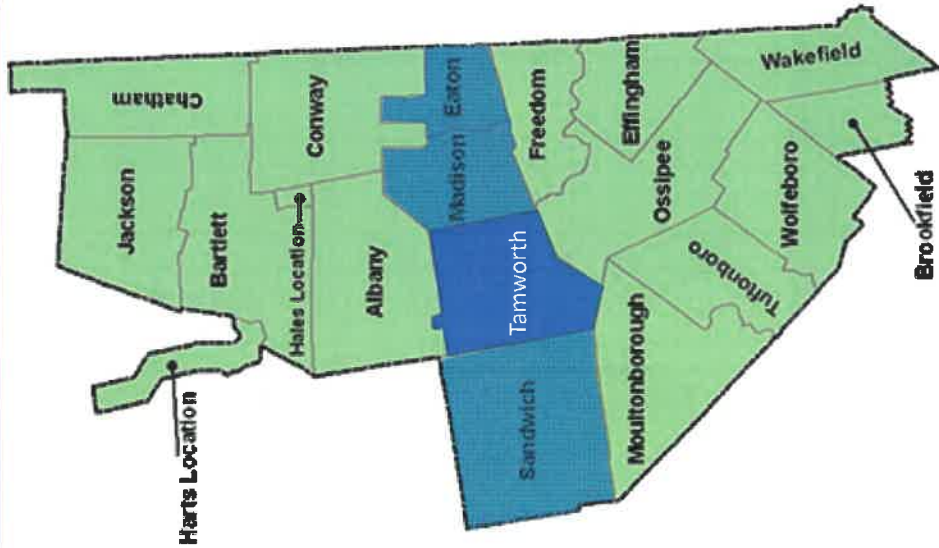


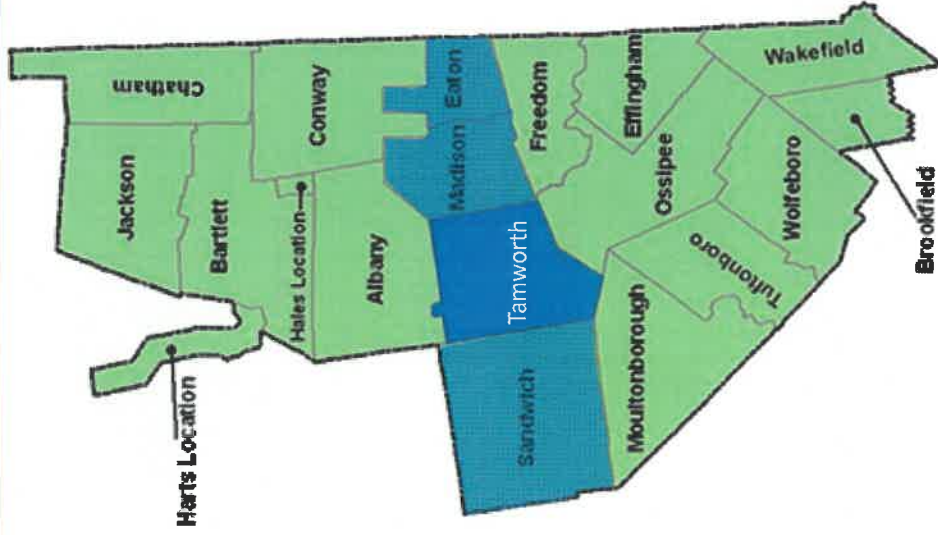
EXHIBIT 18b

SUMMARY OF INCOME QUALIFIED AGE 70+ HOUSEHOLDS BY ZIP CODE IN THE PRIMARY MARKET AREA

2019 Time Frame - After Income Screen

Zip Code / Community	Qualifying Income Screens								
	< \$16,000	\$16,000 - \$26,700	\$26,700 - \$60,000	\$60,000+					
Total Age 75+ Households	Number of Households	% of Total Age 75+ HH	Number of Households	% of Total Age 75+ HH	Number of Households	% of Total Age 75+ HH	Number of Households	% of Total Age 75+ HH	
Tamworth Area									
03227 Center Sandwich	77	4	5.3%	12	15.5%	25	32.4%	36	46.8%
03259 North Sandwich	27	1	4.8%	4	13.1%	11	40.6%	11	41.5%
03817 Chocorua	33	5	14.8%	9	28.6%	9	27.6%	10	30.9%
03849 Madison	99	11	11.1%	19	19.4%	29	29.1%	40	40.4%
03875 Silver Lake	58	7	12.1%	10	16.7%	17	28.8%	25	42.4%
03883 South Tamworth	13	0	2.3%	3	22.1%	5	35.6%	5	40.0%
03886 Tamworth	117	16	13.9%	32	27.6%	34	28.9%	35	29.6%
03897 Wonalancet	8	1	15.0%	2	26.8%	3	38.3%	2	20.0%
Subtotal	432	46	10.7%	90	20.9%	132	30.6%	163	37.8%

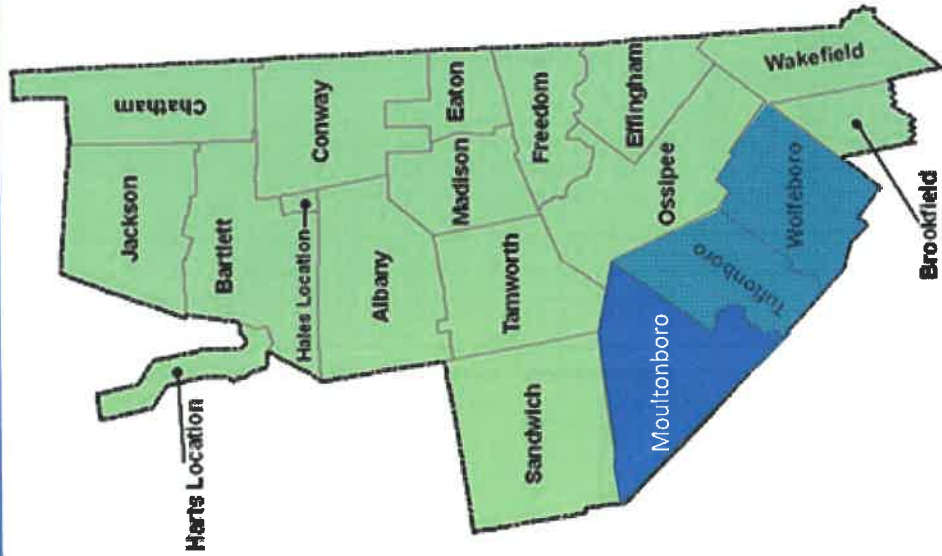
Section 1 - Facility Location – Tamworth



Existing - *Community for the Elderly*
15-bed facility

Requires standalone facility
No cost savings with staff and services

Section 1 - Facility Location – Moultonborough Area



Zip Code / Community	Total 2019 Households	Age 75+ Senior Households			Absolute Increase 2019-2024	Average Annual % Change
		2019	2021	2024		
<u>Moultonboro Area</u>						
03254 Moultonborough	1,908	286	293	305	19	1.3%
03816 Center Tufonboro	582	98	100	102	4	0.8%
03853 Mirrow Lake	286	54	55	56	2	0.7%
03894 Wolfeboro	3,004	630	636	645	15	0.5%
Subtotal	5,780	1,068	1,084	1,108	40	0.7%

Section 1 - Facility Location – Moultonborough Area

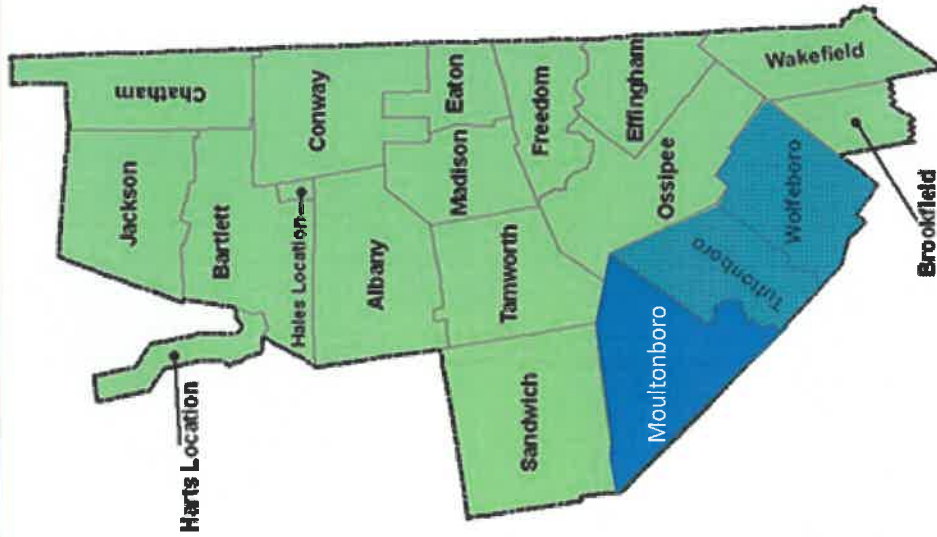


EXHIBIT 18b

SUMMARY OF INCOME QUALIFIED AGE 75+

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2019 Time Frame - After Income Screen

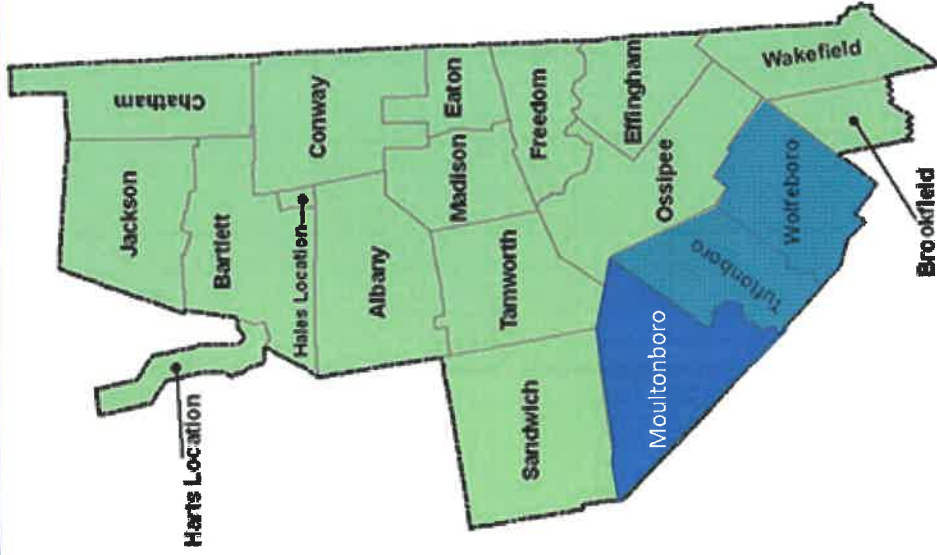
Zip Code / Community	< \$16,000		\$16,000 - \$26,700		\$26,700 - \$60,000		\$60,000+	
	Households	% of Total Age 75+ HH	Households	% of Total Age 75+ HH	Households	% of Total Age 75+ HH	Households	% of Total Age 75+ HH
Moultonboro Area								
03254 Moultonborough	24	8.4%	58	20.1%	79	27.6%	126	43.9%
03816 Center Tiltonboro	9	8.8%	17	17.6%	35	35.6%	37	38.0%
03853 Mirror Lake	8	14.1%	8	14.4%	23	42.6%	16	28.9%
03884 Wolfboro	25	4.0%	92	14.5%	303	48.0%	210	33.4%
Ossipec Area								
	66	6.1%	174	16.3%	439	41.1%	389	36.4%
Subtotal	1,068		1,068		1,068		1,068	
Total Age 75+ Households	1,068		1,068		1,068		1,068	

Section 1 - Facility Location – Moultonborough Area

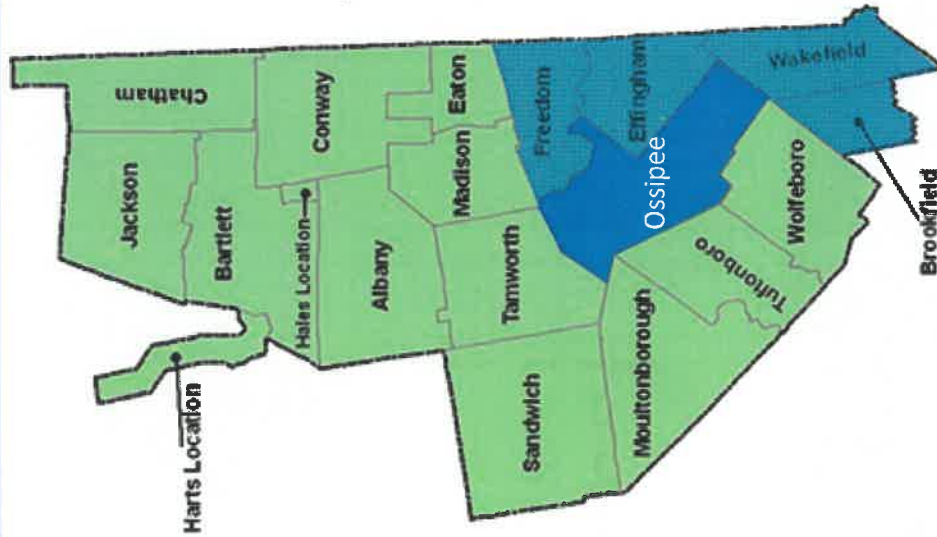


Facility location- Moultonborough Area

- Requires standalone facility
- No cost savings with staff and services



Section 1 - Facility Location – Ossipee Area



Zip Code / Community	Total 2019 Households	Age 75+ Senior Households			Absolute Increase		Average Annual % Change
		2019	2021	2024	2019-2024	2019-2024	
Ossipee Area							
03814 Center Ossipee	1,077	140	144	151	11	1.5%	
03830 East Wakefield	762	105	110	117	12	2.2%	
03836 Freedom	734	133	135	138	5	0.7%	
03864 Ossipee	778	98	101	105	7	1.4%	
03872 Sanbornville	1,670	220	230	245	25	2.2%	
03882 Effingham	662	81	84	90	9	2.1%	
03890 West Ossipee	194	28	29	30	2	1.4%	
Subtotal	5,877	805	833	876	71	1.7%	

Section 1 - Facility Location – Ossipee Area

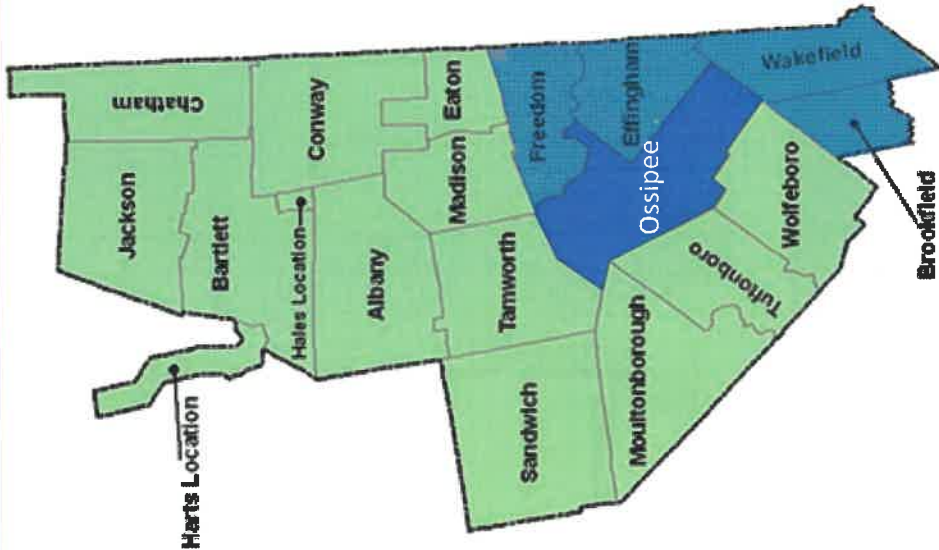
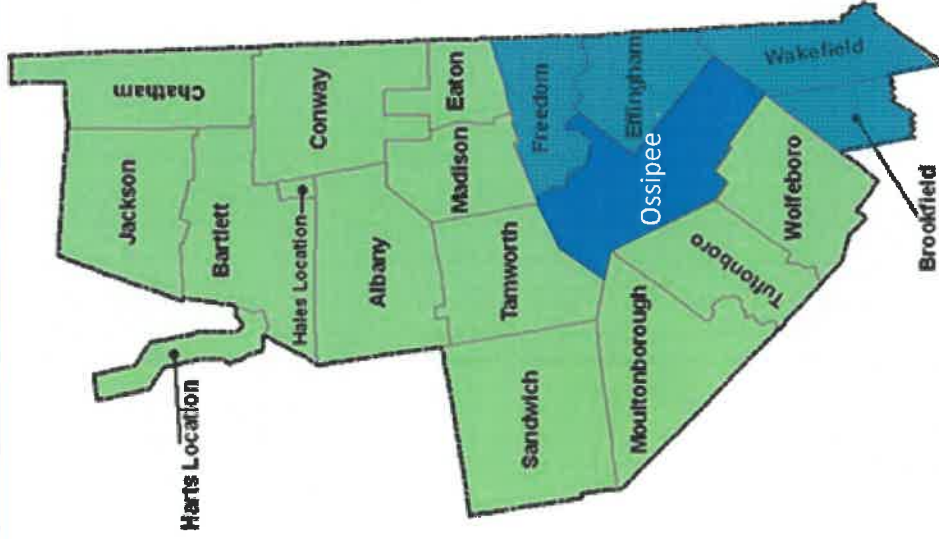


EXHIBIT 18b
SUMMARY OF INCOME QUALIFIED AGE 75+
HOUSEHOLDS BY ZIP CODE IN THE PRIMARY MARKET AREA

2019 Time Frame - After Income Screen

Zip Code / Community	Qualifying Income Screens			
	< \$16,000	\$16,000 - \$26,700	\$26,700 - \$60,000	\$60,000+
Total Age 75+ Households	Number of Households	Number of Households	Number of Households	Number of Households
	% of Total Age 75+ HH	% of Total Age 75+ HH	% of Total Age 75+ HH	% of Total Age 75+ HH
Ossipee Area				
03814 Center Ossipee	140	37	44	38
03830 East Wakefield	105	22	33	35
03836 Freedom	133	20	51	45
03864 Ossipee	98	24	31	32
03872 Sanbornville	220	45	69	84
03882 Effingham	81	21	28	20
03890 West Ossipee	28	7	8	8
Subtotal	805	176	264	263
	103	12.8%	21.8%	32.8%
		14.9%	28.5%	31.2%
		14.6%	21.0%	31.1%
		12.0%	15.3%	38.5%
		11.6%	24.1%	31.8%
		10.3%	20.4%	31.4%
		14.9%	25.4%	34.4%
		16.8%	25.5%	29.1%
		12.8%	21.8%	32.8%

Section 1 - Facility Location – Ossipee Area



- County has property
- Staff could be shared
- Major department services can be shared
- Least costly option

Section 1 - Facility Location

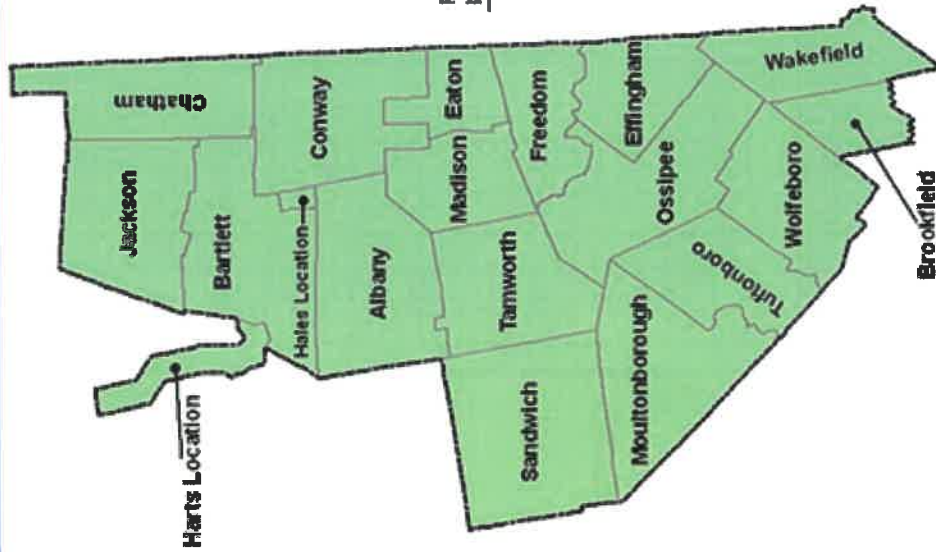


EXHIBIT 22
MAJOR COMPETING ASSISTED LIVING COMMUNITIES
IN THE MARKET AREA

Ref. No.	Name of Community	Date Opened	Current Occupancy %	# of Licensed Beds/Units	# of Existing Beds/Units	# of Planned Beds/Units	# of Occupied Beds/Units	# of Vacant Beds/Units
1	Community for the Elderly - Tamworth	1993	86.7%	15	15	0	13	2
2	Mineral Springs	N/A	75.0%	16	16	0	12	4
3	Sugar Hill Retirement Community * Maintains a wait list.	N/A	100.0%	25	25	0	25	0
MARKET AREA TOTAL				56	56	0	50	6

Section 1 - Facility Location

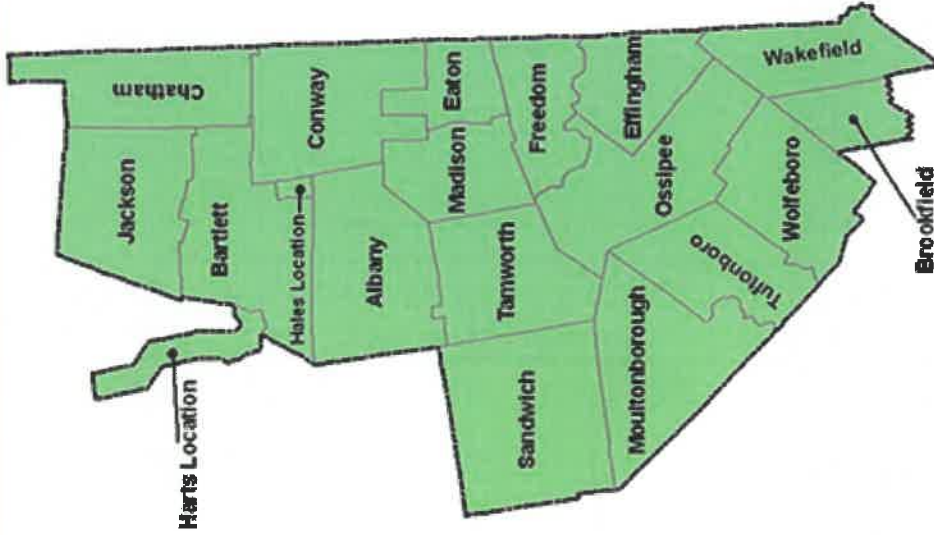


EXHIBIT A-1

AGE 65+ AND AGE 75+ HOUSEHOLD GROWTH IN THE PRIMARY MARKET AREA

Carroll County, NH

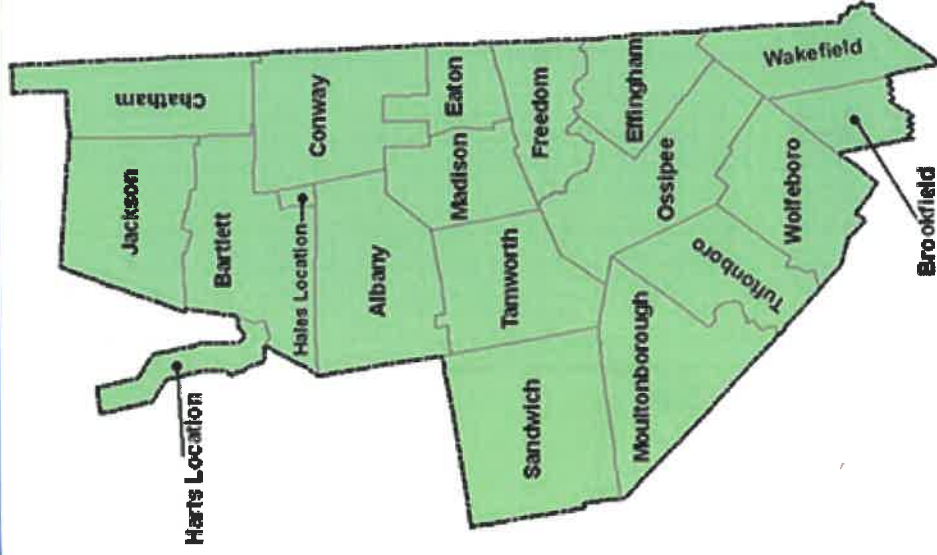
Year	Number of Households	
	65-74	75 +
2000	2,696	2,210
2019	5,086	3,212
2021	5,369	3,267
2024	5,822	3,404
2019 - 2024	736	192
Change in Households	14.47%	5.98%
- Absolute		
- Percentage		

Average Annual % Change	2019 - 2024	2024
	2.74%	1.17%

Section 1 - Facility Location



Depending on size of facility, the focus group felt it made sense to have assisted living in Conway and Ossipee



Section 2 - Facility Size Considerations & Affordability



Market-based Affordability

EXHIBIT 16

PROPOSED PRODUCT CHARACTERISTICS FOR NEW

ASSISTED LIVING AND MEMORY CARE UNITS IN CARROLL COUNTY

Market Rate Rental Pricing

	Units	Market Rate	Occupancy	Projected Monthly Service Fees	Potential Range of Pricing Assuming Increased Pricing For Higher ADL Needs ¹
I. Assisted Living Units - Market Rate	24	50.0%	325 -	\$4,250 -	\$4,650 -
			375 s.f.	\$4,450	\$6,050
One Bedroom	20	41.7%	450 -	\$5,250 -	\$5,650 -
			500 s.f.	\$5,500	\$7,100
Two Bedroom	4	8.3%	700 -	\$6,450 -	\$6,850 -
			750	\$6,700	\$8,300
Total	48	100.0%			
Weighted Average			406 -	\$4,650 -	\$5,250 -
			458 s.f.	\$5,075	\$6,675
<u>Assisted Living Units - Medicaid</u>					
Studio	25	100.0%		\$2,276	None
			325 -		
			375 s.f.		
<u>II. Alzheimer's/Memory Care Units</u>					
Studio	24	100.0%		\$6,050 -	None
			275 -		
			300 s.f.	\$6,350	

Source: MDS Analysis

- Market study states the county could support 70 units of assisted living and 24 units of memory care (see page 39)
- Discussions with Howard Chandler
- Financial realities

Section 3 - Financial Considerations



Critical Assumptions & Pro Forma

Reference	Description							
	The pro forma analysis is based on constructing a facility to meet the needs defined in the Market Feasibility study's table on page 40: Note: Other Space = Mechanical/electrical service spaces, commercial kitchen, commons, main lobby & administrative.							
	Qty	sq ft	Total	Type				
	1	15,500	15,500	other space				
	9	425	3,825	Medicaid	AL			
	15	425	6,375	Private Pay	AL			
	-	700	-	2 bed	AL			
	-	900	-	IL Private Pay	IL			
	12	250	3,000	Memory Care	MC			
	36		28,700	Sq Ft				
		@		\$320 per sq ft				
				\$9,184,000 Construction Estimate				
Levels of Care	Level	Monthly Serv	Percent	@ 93% *	Monthly			
	1	\$400	25%	3	\$1,395	* Does not include Medicaid residents		
	2	\$800	20%	3	\$2,232			
	3	\$1,200	20%	3	\$3,348			
	4	\$1,600	10%	1	\$2,232			
	Additional monthly earning				\$9,207	See MDS Page 13		
Debt	It is assumed that Carroll County will borrow 100% of the project cost.							
Timeline	12 to 15 month construction cycle							
Financing	Construction Financing is utilized and the permanent financing to be funded within 2 months of the completion of construction. We anticipate a 3.5% bond for 30 years.							
Fill Rate	Expected to fill 4 beds per month until 90% full.							
Medicaid	Medicaid pays about \$1,576 a month for AL costs; the person adds their \$1,200 (average for Carroll County) social security check minus \$70 that the person gets to keep, giving the person about \$32,472 a year or about \$2,706 per month to spend on assisted living.							
Rates			MDS Range		Reference			
	Type	From	To	MDS	Rate	Rooms	Total	
	AL Medicaid	See calculation above.				\$2,706	9	\$24,354
	AL Private Pay	\$5,250	\$5,500	Pg 38	\$5,375	15	\$80,625	
	AL Private Pay 2BR	\$6,450	\$6,700	Pg 38	\$6,575	-	\$0	
	IL Private Pay				\$3,500	-	\$0	
	MC Memory Care	\$6,050	\$6,350	Pg 38	\$6,200	12	\$74,400	
						Monthly Income:	\$179,379	
Marketing	Pre-lease Marketing Budget			Monthly	Months	Estimate		
	Paid Advertising (Radio, Social Media, Newspapers)			\$2,000	3	\$6,000		
	Website Development			\$30,000	1	\$30,000		
	PR Consultants			\$3,000	2	\$6,000		
	Printed Marketing Materials			\$17,000	1	\$17,000		
	Events			\$2,500	2	\$5,000		
	Mailings			\$1,300	3	\$3,900		
	Video Development			\$20,000	1	\$20,000		
	Promotional Items			\$5,000	1	\$5,000		
	Promotional Signs			\$1,000	8	\$8,000		
	Staff Training			\$15,000	1	\$15,000		
						\$115,900		

Continued

Reference	Description					
Pre Const	Estimates	Q 1	Q 2	Q 3	Q 4	Total
	Appraisal(s)	\$0	\$20,000	\$0	\$0	\$20,000
	Architectural, Structural, Electrical, Mechanical and Fire Protection Design	\$125,000	\$300,000	\$34,200	\$0	\$459,200
	Engineering/Surveying	\$15,000	\$15,000	\$15,000	\$0	\$45,000
	Interior Design	\$0	\$40,000		\$0	\$40,000
	Financial Feasibility Analysis	\$0	\$27,000	\$0	\$0	\$27,000
	Environmental Assessment	\$0	\$15,000	\$0	\$0	\$15,000
	Legal Fees	\$0	\$8,000	\$8,000	\$8,000	\$24,000
	Other	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
		\$150,000	\$435,000	\$67,200	\$18,000	\$670,200
Construction	Amount	Estimate	/ Sq Ft			
	Site Acquisition	\$0				\$0
	Construction	\$320	28,700	Sq Ft	\$9,184,000	\$320
	Construction				\$750,000	\$10,393,200
	5% Owner Contingency				\$459,200	\$16
	Pre-Construction Costs				\$670,200	\$23
	Project Mgt				\$75,000	\$3
	Pre-Lease Marketing				\$115,900	\$4
	Developer				\$752,189	\$26
	Furniture/Fixtures				\$500,000	\$17
Insurances				\$30,000	\$0	
				Total	\$12,536,489	\$437
Staffing	# of Staff	Days/Week	# of FTEs	Hourly Wage Rates	Total Salaries	
	Administration					
	Nurse Manager	1.0	5.0	1.0	\$32.00	\$66,560
	Receptionist	0.9	5.0	0.9	\$14.28	\$25,990
	Activities					
	Activity aid	1.8	7.0	2.5	\$16.00	\$83,866
	Dietary					
	Server	1.5	7.0	2.1	\$14.00	\$61,152
	Healthcare					
	Licensed Nursing Assistant 1 shift	3.0	7.0	4.2	\$14.50	\$126,672
	Licensed Nursing Assistant 2 shift	3.0	7.0	4.2	\$15.50	\$135,408
	Licensed Nursing Assistant 3 shift	2.0	7.0	2.8	\$16.50	\$96,096
	Licensed Practical Nurse	1.0	5.0	1.0	\$23.00	\$47,840
	House Keeping					
	Housekeeper	1.0	7.0	1.4	\$14.00	\$40,768
Laundry	0.4	7.0	0.6	\$14.00	\$16,307	
Maintenance						
Maint Worker	1.0	7.0	1.4	\$15.45	\$44,990	
	Total	16.6	22.1		\$745,649	
Pre-Open Staffing	Position	Qty	Hourly	Anticipated Start		
	Receptionist	1.0	\$14.28	30 days before opening		
	Registered Nurse	1.0	\$27.00	30 days before opening		
	Licensed Nursing Assistant	3.0	\$16.50	30 days before opening		
	Housekeeper	1.0	\$14.00	30 days before opening		
	Maint Worker	1.0	\$15.45	45 days before opening		
	Total	7.0				
Fill Up	The fill plan is based on 8 additional rooms filled per month, from 0 at opening to 33 residents (90% fill), requiring 9 months.					

Continued

Reference	Description				
Staffing Build up Through to Full Plan	FTE Count	Quarter			
		10	11	12	Full
	Administration				
	Executive Director	1.0	1.0	1.0	1.0
	Receptionist	-	-	-	0.9
	Activities				
	Activity aid	1.0	1.4	2.0	2.5
	Dietary				
	Server	1.0	1.5	2.0	2.1
	Healthcare				
	Licensed Nursing Assistant 1 shift	1.0	2.0	3.0	4.2
	Licensed Nursing Assistant 2 shift	1.0	2.0	3.0	4.2
	Licensed Nursing Assistant 3 shift	1.0	1.5	2.0	2.8
	Licensed Practical Nurse	-	-	1.0	1.0
	House Keeping				
	Housekeeper	1.0	1.0	2.0	1.4
	Laundry	-	1.0	1.7	0.6
Maintenance					
Maint Worker	1.0	1.4	1.4	1.4	
	Total	8.0	12.8	19.1	22.1
Dietary Itemization		Avg Daily/Res	Avg Annual Cost/Res	@ 90% Fill Rate	
	Food	\$9.50	\$3,468	\$112,347	
	Other		\$531	\$17,198	
			\$3,998	\$129,545	
Expense Categories	Operating Expenses		Projected		
	Administrative Expenses		\$20,000		
	Housekeeping Supplies		\$10,000		
	Plant Operations		\$20,000		
	Education/Conferences		\$5,000		
	Marketing		\$10,000		
	Activities		\$5,000		
	Utilities		\$75,000		
	Property Insurance		\$25,000		
	Liability Insurance		\$30,000		
			\$200,000		
Fill Reserve	CC will maintain a reserve to prepare for any events that cause a lower census (below 90%).				
Resident Support Reserve	As financial strength allows, (and demonstrated on the pro forma) the Resident Support Reserve builds to create a support of residences resources are nearing exhaustion. Example usage is shown to demonstrate the value and capacity.				
Inflation Adjustments	Current national inflation rate is 2.5%. The inflationary adjustments made annually are done each December based on 2.5% for earnings, salaries and expenses.				

Carroll County
Pro Forma Cash Flow through Construction to Projected Stabilization Fill Level
 4/2/2020

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
	2.5% Inflation											
1	\$15,000,000	\$14,611,423	\$13,737,722	\$13,546,820	\$10,640,119	\$8,045,117	\$5,157,688	\$3,560,811	\$432,186	\$197,399	\$218,173	\$258,837
2	-----Preconstruction-----											
3	-----Construction-----											
4	Construction-Related Cash Out											
5	Construction			\$2,000,000	\$2,500,000	\$2,500,000	\$1,500,000	\$1,893,200				
6	Pre-Construction Costs	\$150,000	\$67,200	\$83,577	\$83,577	\$83,577	\$83,577	\$83,577	\$83,577	\$83,577	\$83,577	\$83,577
7	Developer	\$83,577	\$83,577	\$83,577	\$83,577	\$83,577	\$83,577	\$375,000				
8	Furniture/Fixtures											
9	Insurances			\$30,000								
10	Bond Fees											
11	Bond Loan Payments	\$150,000		\$750,000		\$270,600		\$740,600		\$261,200		\$731,200
12												
13												
14	Change in Const Cash Flow	\$383,577	\$150,777	\$2,881,577	\$2,583,577	\$2,854,177	\$1,583,577	\$3,082,377	\$83,577			
15												
16	Medicaid AL											
17	Private Pay AL											
18	Monthly Service fee Daily Living											
19	Memory Care											
20												
21	Cash In											
22	Medicaid AL											
23	Private Pay AL											
24	Private Pay 2BR AL											
25	Private Pay 1L											
26	Memory Care											
27	Total Cash In - Scope 1											
28												
29	Cash Out											
30	Salaries											
31	Benefits											
32	Administrative Expenses											
33	Housekeeping Supplies											
34	Plant Operations											
35	Education/Conferences											
36	Marketing											
37	Activities											
38	Utilities/Telecommunications											
39	Dietary											
40	Property Insurance											
41	Liability Insurance											
42	Expense Contingency											
43	Total operating expenses	\$5,000	\$5,125	\$40,125	\$25,125	\$11,425	\$33,253	\$36,248	\$151,211	\$173,451	\$247,670	\$327,520
44												
45	Resident Support Fund											
46												
47	CHANGE IN CASH	(\$388,577)	(\$873,702)	(\$190,902)	(\$2,906,702)	(\$2,595,002)	(\$2,887,430)	(\$1,596,877)	(\$3,128,625)	(\$234,787)	\$40,664	\$39,991
48	Ending Balance	\$14,611,423	\$13,737,722	\$13,546,820	\$10,640,119	\$8,045,117	\$5,157,688	\$3,560,811	\$432,186	\$197,399	\$218,173	\$258,837

Business Name:
 FINANCIAL STATEMENT:
 Date Prepared

	Q13	Q14	Q15	Q16	Q17	Q18	Q19	Q20	Q21
1	\$298,828	\$346,048	\$424,525	\$521,975	\$562,506	\$608,820	\$690,444	\$789,613	\$836,146
2									
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AFFORDABLE ASSISTED LIVING, CARROLL COUNTY

MARCH 3, 2020

FOCUS GROUP

Attendance: Roxie Severance, Maryclare Quigley, Howard Chandler, Mark McConkey, D. Steer, N. Grasse, D Bertagna, J. Ryer, B. Nordeen

Roxie Severance from RS Consulting Services, LLC, welcomed those in attendance, thanked them for coming, and gave a brief synopsis of why RS Consulting is involved in the prospective project. She advised this is the first opportunity to receive input from the general public. It was also stated that any current or future documents regarding the project will be available to the public.

In discussion, it was noted that a Market Feasibility Study had been completed and shared with the Commissioners. The Study looked at 4 possible locations; and noted the study revealed that Taylor of Wolfeboro is looking at, or considering, a new facility and that Memorial Hospital is doing so as well. Howard Chandler, Administrator for Mountain View nursing home expressed that the Commissioners' intention would not be to compete with private facilities. However, the Mount Washington Valley area is tremendously underserved for housing that is affordable. Depending on the size of the facility, it would be reasonable to have a facility in the Mount Washington Valley and Ossipee.

A question for discussion was, "due to the lack of a facility, what happened if anyone had a loved one or friend who needed assisted living." Responses were: that they had to move away; they had to go to the County Nursing Home prematurely; they became compromised and isolated. All agreed that it is very important to have community supporting our older adults by offering more assisted living services

To assist discussion, lists were drawn from answers by the attendees. They are as follows:

Services They Would Expect in Assisted Living –

- Communal Eating
- Close Medical Staff
- Exercise Room
- Transportation
- Walkable Community
- Comfortable Accommodations
- Pleasant Surroundings
- Medication Management
- Meals – 3 times daily plus snacks
- Laundry
- Housekeeping
- Social Activities

Top Reasons why Carroll County SHOULD Build Assisted Living –

- Need for It
- Financial Interest in NOT Entering County Nursing Home Prematurely
- No Public Transportation – Can't Even Get to the Pharmacy
- Lack of Services for Aging Population
- Frees Up Housing – Favorable Change
- Current Facility (County Nursing Home) Not Adequate (Waiting list of 3 years of more)
- Serve People Better – Do NOT Need Expensive Nursing Home Care/Services

Top Reasons why Carroll County should NOT Build Assisted Living –

- Possible Lack of Need/Numbers
- Negative Impact on Community: Services; Leaving Own Home Too Soon – Unintended Consequences
- People cannot pay any more taxes (reference to, should County subsidize)

Influences (For Moving into an Assisted Living) –

- Need – should no longer live alone
- Too Hard to Continue Maintaining own Home
- Family

Ms. Severance said RS Consulting had been asked to provide an analysis of the feasibility of an affordable living facility. She brought up the possibility that the County would have to subsidize if the facility was only for Medicaid residents, suggesting a mix of market rate and Medicaid were possible ways of doing so without county subsidy. This led to the difference with a nursing home, mainly being level of care and a much greater expense. It was noted that the County does not have a philosophical objection to such.

Considerations for type included a more distributive model: smaller; satellite; use of same staff; keeping people closer to home. Ms. Severance said this might work if they are all at market rate, but each building would need its own administrator among other things. Mr. Chandler said there would be some advantages due to technology, such as: billing, phones, etc. But “high-touch” business requires staff in the building and a commercial kitchen to name a few of the individual items per building. It was stated that Cheshire County looked at “Greenhouse” – small house concept, such as being discussed here, and the State agreed, but it became apparent that it was an extremely expensive alternative option.

Discussion turned to the possibility of mixed-use and again it was stated that it would be at “big cost.” It was noted that the County does not have a philosophical objection to such however, numbers of residents are very important to make it affordable. Medicaid pays \$1,576.20 per month (\$52.54 per day) and the estimated average Social Security check is about \$700, of which the recipient keeps \$70 for personal expenses. This allows about \$2,206 per month for a per month cost of \$3,000. The focus then became one of a way to a team facility, with the County Nursing Home and the number of units going as high as seventy to make the financials work.

Mark McConkey, former State Rep, said he is very interested in the project but he is also watching the numbers and asked that they "dig harder" and not come back with "the only way is to add seventy rooms to the back of the nursing home."

The Nursing Home cost is \$300+ daily which in part is because of staff requirements to care for the people who are there. Assisted Living staffing requirements are different but change at 14 residents. Must also prove that residents are getting the needed care.

Private Pay at "market rate" depends on \$60,000 to \$90,000 annually. Older adults are typically willing to spend up to 85% of their income for care in this type of setting. Financial resources may include savings, social security, sale of house to pay for this type of living. The average age for those moving into assisted living is 80 to 85. There must also be a reserve to help people when they run out of money. Many ideas were mentioned, but all leaned to Private Pay and were not affordable to most.

All supported independent living. Noted to calculate the savings to the County between \$4,000 cost for AL and \$9,000 cost in the Nursing Home. The cost per service is less, though the cost for service is the same. Being connected to the existing Nursing Home makes sense – financial savings, medical care, numbers work as money is very important, the latter being stressed numerous times.

SENIOR HOUSING
MARKET FEASIBILITY ANALYSIS
FOR
CARROLL COUNTY, NEW HAMPSHIRE

Prepared For:

**NORTHERN COMMUNITY
INVESTMENT CORPORATION**

February, 2020

MDS RESEARCH COMPANY, INC.

P.O Box 100578 Fort Worth, TX 76185

817-731-4266 817-738-2031 fax

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EXECUTIVE SUMMARY

MDS Research Company, Inc. was retained to conduct a market feasibility study evaluating a to-be-developed assisted living and memory care community in Carroll County, New Hampshire. A specific site location in the county has not yet been determined at the time of this market analysis. Data collection was conducted in January/February, 2020; therefore, the analysis and conclusions contained herein reflect market conditions as of this time frame. The overall results of this market feasibility are summarized in this Executive Summary report with self-explanatory supporting technical data exhibits.

Primary Market Area (PMA) Definition

The Primary Market Area that has been defined and evaluated for the proposed new assisted living and memory care community is Carroll County. Exhibit 1 presents a list of the zip codes/communities that comprise Carroll County. Figure 1 presents a zip code map depicting the approximate boundaries of this PMA. For this analysis, MDS has assumed that 70% to 80% of new Senior housing units will be absorbed (or occupied) by Senior households residing in this PMA. In the capture rate/demand models, a factor of 75% was utilized for the PMA absorption assumption.

The remaining 20% to 30% is expected to come from Secondary and Tertiary Market Areas - including other areas in the state of New Hampshire and in-migration from outside the state. This in-migration will be primarily driven by the actions of the adult children/decision influencers attempting to bring their aging parents closer to them in the later stages of their life.

Because a site location has not yet been established for the subject new development, MDS has also divided the county into four subareas in order to evaluate the distribution of the Senior and adult children households. The four subareas include:

- Conway Area
- Tamworth Area
- Moultonborough Area
- Ossipee Area

Exhibit 1a defines each of these areas using groupings of zip code areas/communities. Figure 1 also illustrates the boundaries of each of these areas.

Professional Market Feasibility Opinion

Based upon the quantitative results of this market analysis and MDS' significant national experience in evaluating successful Senior housing communities, it is our specific opinion that there appears to be sufficient size and depth of the age and income qualified market to support the prudent introduction of new market rate assisted living and memory care units at the affordability levels evaluated herein. MDS has also quantified the demand for additional Medicaid assisted living units in this market area. This opinion considers both existing and planned/announced Senior housing competition as well as unit turnover - the re-filling of existing occupied units due to natural resident attrition that will occur at mature competitive communities in the market area.

Following is a discussion of the capture rate/demand analysis for independent living and assisted living units and the conservative factors and assumptions utilized herein.

Senior Housing Capture Rates - Trends and Benchmarks

Project "capture rate" is defined as the percentage of the age and income qualified prospects an individual Senior housing community will have to attract or capture in order to achieve 93% occupancy. The required capture rate for a Senior housing community is calculated by dividing the number of units to be absorbed from within the PMA by the number of net potential age-, income- and health-qualified prospects residing in that market area.

Independent Living Capture Rates - While there have been various industry standards for maximum acceptable capture rates for an individual project in a specific market area, an

industry figure of approximately 5% (based on limited age and income screening only) evolved over time and was historically considered an acceptable project capture rate for market rate independent living/congregate units. It should be noted that this figure was initially based on age 65+ households (the age criteria is now considered to be age 75+) with very little or no income screening or competitive analysis techniques.

In addition to more detailed age and income demographic screening and pragmatic competitive analysis, the MDS capture rate model for independent living now factors out Seniors who are estimated to need assistance with activities of daily living (ADLs). These Seniors are excluded from the potential pool of independent living prospects as it is assumed that they are no longer health-qualified for the independent living lifestyle. **Based on these more detailed screening criteria, MDS is now considering up to 10% as an acceptable acuity-adjusted capture rate for independent living.**

Assisted Living Capture Rates - Assisted living capture rates have traditionally been calculated in a similar manner to independent living - based on limited age and income qualifying criteria and little or no competitive analysis. It has been MDS' experience; however, that assisted living involves a more highly need-driven situation. The typical age profile for residents in assisted living is early 80s and they have a need for assistance with the activities of daily living (ADLs).

In addition to screening for age and income and more pragmatic competitive analysis, the demand model for assisted living also factors in levels of incidence for the need for assistance with the activities of daily living (ADLs). While there may be Seniors who move into assisted living before they need significant levels of ADL services, Seniors needing these services are the most likely target market for assisted living.

It is MDS' opinion that an individual assisted living community should not count on capturing more than 20% of this specific age and income qualified and need-driven target

population in a specific market area in order to achieve 93% occupancy. The final assessment of acceptable capture rates would be contingent upon the subject property being evaluated and market conditions at the time of the analysis.

Summary of Age 75+ Demand for New Independent Living Units in Carroll County

While the current consideration is for the development of assisted living and memory care units, MDS also conducted an analysis of independent living units for additional information and future planning purposes. MDS implemented several demand models for **new independent living units** being considered for Carroll County. Each of the capture rate models has considered different qualifying income criteria in order to test the elasticity of affordability in this market area. Exhibits 2 through 4 present the independent living demand models.

Please note that, in the tables below, the minimum qualifying income screens are translated into the monthly service fee that would be supported at each affordability level. This demand analysis assumes that 75% of the unit absorption will be by prospects residing within the PMA and the independent living units will be brought to 93% occupancy.

As stated earlier, the independent living capture rates for any one community should not exceed 10% of the net age-, income- and health-qualified prospects in a market area. The table below summarizes the total number of units supported at each of the minimum qualifying income criteria, assuming a maximum 10% capture rate in the 2021 and 2024 time frames:

Minimum Qualifying Cash Flow Income Screen	Base Monthly Service Fee Supported	2021		2024		Refer to Exhibit
		Total Units Supported	Capture Rate	Total Units Supported	Capture Rate	
@ \$60,000 +	\$2,760	127	10.0%	141	10.0%	2
@ \$65,000 +	\$2,990	114	10.0%	128	10.0%	3
@ \$70,000 +	\$3,220	101	10.0%	115	10.0%	4

It should be noted that the number of units that are supported by the 10% capture rate in Exhibits 2 through 4 are based on the number of units to be filled by qualified prospects residing within the PMA boundaries. The total units supported in the above table also assumes that 25% of the units will be filled by prospects who relocate from outside of the PMA (in-migration) and that the project can operate at 93% occupancy.

The monthly service fee supported assumes that a Senior can allocate 65% of their cash flow income to the monthly fee for service-enriched independent living. This analysis also assumes a 15% average income tax factor.

Summary of Age 75+ Demand for New Assisted Living Units in Carroll County

Exhibits 5 through 7 present the demand models for **new assisted living units** being considered for Carroll County. Please note that these models, again, consider different minimum qualifying income criteria. This approach to the affordability analysis also ensures that there is sufficient size and depth within the market to support the range of proposed assisted living pricing – including incremental level of care costs - being evaluated for each of the unit types.

In addition to the qualifying income screens, this analysis conservatively assumes 75% of the unit absorption from qualified prospects residing within the PMA and a project occupancy rate of 93%. The table below summarizes the total number of units supported at each of the minimum qualifying income criteria, assuming a maximum 20% capture rate in the 2021 and 2024 time frames:

<u>Minimum Qualifying Cash Flow Income Screen</u>	<u>Base Monthly Service Fee Supported</u>	2021		2024		<u>Refer to Exhibit</u>
		<u>Total Units Supported</u>	<u>Capture Rate</u>	<u>Total Units Supported</u>	<u>Capture Rate</u>	
@ \$65,000 +	\$3,900	103	20.0%	116	20.0%	5
@ \$70,000 +	\$4,200	90	20.0%	104	20.0%	6
@ \$75,000 +	\$4,500	78	20.0%	91	20.0%	7

Again, it should be noted that the number of units that are supported by the 20% capture rate in Exhibits 5 through 7 are based on the number of units to be filled by qualified prospects residing within the PMA boundaries. The total units supported in the above table also assumes that 25% of the units will be filled by prospects who relocate from outside of the PMA (in-migration) and that the project can operate at 93% occupancy.

The market rate monthly service fee supported assumes that a Senior can allocate 80% of their cash flow income to the assisted living monthly fee and an average 10% income tax factor. It is also assumed in the demand analysis that these assisted living units will be filled by qualified prospects who require assistance with activities of daily living services. The assisted living capture rate factors in an ADL incidence level factor of 32.1% in 2021 and 2024 (refer to Exhibit 8 for the calculation of the weighted average level of incidence for this PMA).

MDS also conducted an analysis of additional Senior households who cannot afford market rate pricing and who would qualify for the Medicaid assisted living program. The maximum annual qualifying income threshold assumed for Medicaid qualification is \$26,700 and this is established by HUD every year. This figure is based on a one-person household as that represents most of the households in Senior housing. Exhibit A-8 in Appendix A to this report presents the calculation of the number of Senior households that would qualify at this threshold.

Exhibit 7a presents the demand model for these low-income households. As can be seen, in 2021 there is demand for an additional 78 assisted living units if Medicaid can be accommodated at the subject new community. It should be noted that these unit counts assume that not more than 20% of the qualified prospects will opt for this assisted living lifestyle. It has been MDS' experience, that due to the lack of quality resources available for and targeted to this affordability group, there could be a higher than 20% capture of this low income target market.

These demand analysis for the independent living and assisted living units are **based on both qualifying annual cash flow and the estimated impact of the investment of home equity (for the market rate households) in the defined PMA.** Exhibits 9 and 10 present a more detailed explanation of the supporting rationale and key assumptions involved in the demand analysis for new independent living and assisted living units. These capture demand models have been projected to the 2021 time frame in order to attempt to be consistent with a proposed development time frame and potential introduction of new products at the subject site location. We have also considered the potential out to the 2024 time frame to give consideration to future estimated changes/growth in the Senior population.

Summary of Age 75+ Demand for Memory Care Units in an Assisted Living Setting

As stated earlier, consideration is also being given to the development of some assisted living units that would be dedicated to the care of residents with Alzheimer's disease or related dementia. These beds would offer similar services and amenities as would be provided for traditional assisted living residents; however, the personal care services would be more frequent and intensive and the physical space would be specially designed to be secure and to effectively care for the special needs and requirements of these residents.

The typical Alzheimer's/memory care resident will be similar to the assisted living resident in terms of age and physical condition. They will, however, also have cognitive and memory issues that will require them to be segregated into a secured area of the community. These residents will need to be more carefully monitored on a 24-hour basis as they are typically at risk for elopement. They will also need extra cueing for activities, dining, finding their living unit, toileting and, in the later stages of their condition, are no longer able to leave their area of the community on an unescorted basis. They may exhibit behavioral issues but do not have

chronic acute health care problems and so can be accommodated in the assisted living/residential care setting.

MDS has conducted a significant amount of internal research and development and has developed a capture rate/demand methodology for projecting the need for Alzheimer's/memory care beds in a market area. The capture rate model is conservative, realistic and gives consideration to all of the relevant key factors and assumptions with regard to this very specialized type of living arrangement.

There are no firm industry standards for maximum acceptable capture rates for Alzheimer's assisted living beds in a specific market area. However, in our evaluation of these project capture rates, MDS has made comparisons to other similar, but more traditional type, living arrangements - primarily assisted living/residential care. Based on our national experience, we are observing 20% as an assisted living ceiling capture rate benchmark based on age, income and need-driven qualifying criteria.

It is the opinion of MDS that the Alzheimer's assisted living capture rates should be reasonably consistent with traditional assisted living capture rates; however, they could be higher - depending on market conditions. The needs of this particular target market are highly specialized and, as a result, they do not have as many options available to them as Seniors who are not afflicted with Alzheimer's. Therefore, we could expect a higher percent of capture of this particular target market. MDS did, however, utilize the 20% ceiling benchmark in the evaluation of these special care units.

Exhibit 11 shows the calculation for computing the weighted average level of incidence for Alzheimer's/related dementia for age 75+ households in Carroll County. MDS has conservatively assumed that all of the potential residents will be age 75+ and have given the appropriate (heavier) weighting to the age 85+ cohort using the levels of incidence.

Alzheimer’s/Memory Care Capture Rate Summary - Exhibits 12 and 13 present the detailed demand models that calculate the total number of Alzheimer’s/memory care units that can be supported in this PMA – assuming a maximum capture rate of 20%. These models have considered two minimum qualifying cash flow income screens and also assume 75% of the unit absorption by qualified prospects residing in the PMA and a 93% project occupancy rate. The Alzheimer’s/memory care demand is summarized as follows:

Minimum Qualifying Cash Flow Income Screen	Base Monthly Service Fees Supported	2021		2024		Refer to Exhibit
		Total Units Supported	Capture Rate	Total Units Supported	Capture Rate	
@ \$85,000 +	\$5,420	47	20.0%	55	20.0%	12
@ \$95,000 +	\$6,055	40	20.0%	48	20.0%	13

As with the independent living and assisted living demand analyses, the number of units that results in the 20% capture rate in Exhibits 12 and 13 are based on the number of units to be filled by qualified prospects residing within the PMA boundaries. The total units supported in the above table also assumes that 25% of the units will be filled by prospects who relocate from outside of the PMA (in-migration) and that the project can operate at 93% occupancy. The monthly service fees supported assume that a Senior can allocate 85% of their cash flow income to the memory care monthly fees and also assumed an average 10% income tax factor.

Impact of Home Equity

Exhibits 14a through 15 outline a home equity analysis in which the minimum qualifying income criteria could be reduced (for those Seniors selling their homes) due to annual cash flow that would result from the sale of a home in the Primary Market Area and the prudent reinvestment of the net, after-tax sales proceeds. This analysis estimates the number of additional households (whose actual incomes are below \$60,000) who would be qualified at this level, assuming they could sell their home and conservatively invest the net equity proceeds at 4%.

This would allow these Seniors to supplement their income with the interest earnings, while leaving the principal from the sale of their home intact and in their portfolio of assets for their estate.

It should be noted that MDS recognizes that Senior investments may not be realizing 4% interest rates at this time, which is the assumption for the analysis in Exhibits 14a and 14b. If one was to alternatively consider this as a modest spend down strategy, this would allow for a 25 year spend down – assuming no interest earning at all on the investment of this home equity. It is MDS' opinion that it is not prudent to rely heavily on spend down in evaluating affordability for Senior housing, however, this analysis illustrates that spend down can be a prudent financial strategy under the right conditions. Spend down and financial assistance from family is difficult to quantify and, therefore, are primarily considered forecasting safety margin when evaluating the demand for new Senior living.

Proposed Project Characteristics

Exhibit 16 outlines a preliminary proposed product definition for the assisted living and memory care development being considered for Carroll County – including proposed unit mix, unit sizes and pricing characteristics. The pricing structure currently outlined in this market study involves a market rate rental monthly service fee type pricing structure – there will be no significant upfront entrance fee requirement. There could be a one-time community/admissions fee (often equal to one-month rent) which would be required upon move-in. This fee would cover the administrative costs of the move-in process, the evaluation/assessment of the resident and the determination of the appropriate living arrangement for the resident. This community fee is typically nonrefundable.

The proposed base monthly service fee pricing for the assisted living residents will allow for priority access to all of the living arrangements and common area amenities at the community

and typically includes the following menu of congregate services:

- Three daily meals plus snacks
- All utilities except telephone
- Basic cable TV service
- Wi-Fi Connectivity
- Weekly housekeeping service
- Flat linen and personal laundry services
- Daily tidying, bed making and trash pick up
- Supervised exercise and fitness programs
- Scheduled transportation services
- Educational, cultural, social and recreation activities
- 24-hour emergency response system
- 24-hour staffing/health care monitoring
- Interior/exterior maintenance
- Landscaping and lawn maintenance
- Real estate taxes/insurance on the building

These residents will also have access to well trained staff that can provide assistance with activities of daily living (ADLs) such as dining, dressing bathing, medication scheduling/management, etc. on an as-needed basis.

There would be other ancillary services that would be available at an additional cost on an as-needed or desired basis. Some of these services include:

- Guest meals
- Meal tray service
- Personal transportation services
- Beauty and barber shop services
- Health care services
- Case management by health care professionals
- Rehabilitation/therapy services

All residents would have the option to purchase additional or more frequent services over and above what will be included in the pricing – at an additional a la carte cost at their discretion.

Tiered Pricing for Assisted Living Services – Pricing for assisted living often includes the implementation of a *tiered* pricing policy – or a method of charging additional fees as residents age in place and begin to require higher levels of care. These *tiered* pricing systems are typically based on a point system that combines specific ADLs needed, frequency of services needed, time

spent with the resident and level or qualification of staffing necessary to provide the needed services.

This assisted living pricing strategy typically involves a base fee that covers the cost of “shelter” (the apartment) and the menu of congregate services as listed above. There are then incremental add-on costs for increasing levels of the need for assistance with activities of daily living (ADLs). It is MDS’ assumption that that, in addition to the base pricing, there will be the following four additional levels of care for the new assisted living units being planned for Carroll County:

	<u>Incremental Monthly Service Fee</u>
Level I	\$400
Level II	\$800
Level III	\$1,200
Level IV	\$1,600

Residents are typically individually assessed upon their admission to the community and a specific care plan is developed. This assessment would be updated quarterly unless a significant change is noted in their physical or health condition. A pragmatic and quantitative method of establishing the appropriate level of care is developed to effectively communicate these sometimes gradual changes to both the resident and their families or other decision influencers.

In the Alzheimer’s/memory care area, MDS has historically observed a flat monthly fee, however, we have also observed levels of care within the residential special care areas. MDS has suggested that the memory care monthly service fee pricing at the new units in Carroll County will be all inclusive.

The pricing has been stated in the 2021 time frame. Please note that all of the product characteristics are preliminary in nature and subject to the review of and continued brainstorming with the Development Team. These product characteristics should be confirmed by a detailed financial feasibility/pro forma which will give consideration to both the upfront, one-time capital

costs of development and the ongoing monthly operating expenses for each of these living arrangements.

Assisted Living Unit Features

The assisted living units will represent a “residential/social” model of assisted living consisting of studio, one-bedroom and a small number of two-bedroom apartments. The living units will be appointed in a quality, highly residential manner which means: carpeting/non-slip floor coverings, mini blinds, granite countertops, wood cabinetry, large closets and patios/balconies. Each unit would have a private bathroom with a roll-in shower with safety features (seat, grab bars and adjustable shower head). The assisted living units will not need to have full-function kitchens - consistent with the anticipated frailty and limited lifestyle of the potential residents. There will be three meals per day served in an assisted living dining room and included within the monthly service fee. The units will have kitchenettes consisting of a small refrigerator, a sink with upper/lower cabinetry and a microwave oven.

Alzheimer’s/Memory Care Unit Features

There will be a separated, yet integrated, section of assisted living that will be specially designed to accommodate residents who have Alzheimer’s or other related dementia in a residential, personal care setting. These units will consist of primarily studio units with private bathrooms with roll-in showers and a seat. For the safety and security of these residents, kitchenettes/cooking appliances will not be included in these living units.

All of the apartment units will be double-loaded into interior hallways for security purposes and, if it is a multi-story building, there will be elevators to allow for ease of access to all common spaces and public areas in the building. There will also be a number of safety features including a personal emergency response system, motion sensors, security safe doors, safety railings, sprinklers and smoke detectors.

Primary Market Area Demographics

Appendix A to this report summarizes the projected growth of Senior households in the age 65 to 74 and age 75+ cohorts in the zip codes located within Carroll County. Appendix A also considers the growth in income qualified age 75+ households (specifically the \$60,000+ through the \$95,000+ cohorts).

There are an estimated 3,212 age 75+ households in the PMA in 2019. These households are projected to increase by approximately 6% from 2019 through 2024 - there are projected to be 192 new age 75+ households over the five-year time frame from 2019 through 2024. In 2024, there are projected to be 3,404 age 75+ households in this PMA.

Appendix A presents similar statistics for the 65 to 74 age cohort. As can be seen by Exhibit A-1, the 65 to 74 age cohort is approximately 58% larger than the age 75+ cohort in 2019 and it is projected to increase by 14% over the five-year time frame - from an estimated 5,086 households in 2019 to a projected 5,822 households in 2024.

When considering income qualified age 75+ Senior households, approximately 36% of the estimated age 75+ households in the PMA (or 1,152 households) were projected to have annual cash flow incomes of \$60,000 or more in 2019. These income qualified households are projected to increase by 20% from 2019 to approximately 1,381 income-qualified households in 2024. Appendix A provides similar information for the \$65,000+ through \$95,000+ cohorts – there is projected to be a 22% to 32% growth in income-qualified Senior households over the next five years – depending on the affordability level.

Exhibits 17 through 19 summarize the demographics for age 75+ Senior households and adult children households (age 55 to 64) by zip code area in Carroll County for the 2019, 2021 and 2024 time frames. Exhibits 17a through 19a summarize these demographics for each of the four subareas defined earlier herein. Approximately 15% of the total households in 2019 are age

75+ Senior households and 25% are adult children/decision influencer households. This is compared to 11% and 23%, respectively for the state of New Hampshire and 11% and 19%, respectively, for the United States overall.

Approximately 56% of the age and income qualified Senior households and 53% of the adult children/decision influencer households will reside in six of the twenty-six total zip code areas that contain the Carroll County demographics in the 2021 time frame (refer to Exhibits 18 and 19):

<u>Age and Income Qualified Senior Households</u>	<u>Adult Children/Decision Influencer Households</u>
<ul style="list-style-type: none"> • 03894 Wolfeboro • 03254 Moultonborough • 03860 North Conway • 03813 Center Conway • 03872 Sanbornville • 03818 Conway/Albany 	<ul style="list-style-type: none"> • 03894 Wolfeboro • 03254 Moultonborough • 03860 North Conway • 03813 Center Conway • 03872 Sanbornville • 03818 Conway/Albany

As can be seen, all of zip codes are the same on both top six lists.

Low Income Households - Exhibit 18c presents another summary of income qualified age 75+ households by zip code in Carroll County, the state of New Hampshire and the U. S. overall. This analysis considers low income cohorts with the lowest being the qualification for the Medicaid program for Seniors in the state of Vermont in 2019. The following table summarizes four major income cohorts:

<ul style="list-style-type: none"> • Less than \$16,000 • \$16,000 to \$26,700 	}	Depending on asset level, would likely be qualified for Medicaid
<ul style="list-style-type: none"> • \$26,700 to \$60,000 	}	Not qualified for Medicaid but unable to private pay for Senior housing without getting into significant spenddown of assets and other savings portfolio
<ul style="list-style-type: none"> • \$60,000 + 	}	Could private pay for Senior housing, in perpetuity in some cases – from their cash flow income – without getting into significant spenddown.

The following table summarizes the percent of age 75+ households that fall into each of the income categories for the Carroll County versus the state of New Hampshire and the United States, overall:

	% of Each Income Category in the PMA in 2019		
	Carroll County	State of New Hampshire	United States
< \$16,000	9.4%	13.0%	17.9%
\$16,000 to \$26,700	19.3%	18.0%	19.4%
\$26,700 to \$60,000	35.5%	35.4%	33.8%
\$60,000+	35.9%	33.6%	28.9%

As can be seen, the affordability levels in Carroll County are slightly higher than both the state of New Hampshire and the U. S. overall. It should be noted that approximately two-thirds of the age 75+ households in Carroll County and the state of New Hampshire cannot afford to private pay for many Senior housing products – without getting into spenddown of assets. The income category of \$26,700 is the maximum cash flow level for a single person household estimated to qualify for Medicaid in the state of New Hampshire for 2019. This is adjusted on an annual basis.

Summary Senior demographics by each of the income cohorts are included as Appendix A to this report. The detailed demographic reports acquired from Environics Analytics - by individual zip code area as well as the aggregated PMA - are included as Appendix C.

Competitive Senior Housing Environment

Independent Living - MDS identified two existing independent living communities in this PMA which operate 95 independent living units. These communities, combined, were reported to be **90.5% occupied** at the time of the field survey. Exhibits 20 and 21 summarize the occupancy and pricing characteristics of each of these communities.

Taylor Community, which is based in Laconia, New Hampshire, owns and operates Back Bay Campus in Wolfeboro. They are also in the process of finalizing an acquisition of Sugar Hill Retirement Community also in Wolfeboro. Taylor Community in Laconia is a continuing care retirement community offering all levels of care including independent living, assisted living, memory care and nursing/healthcare beds. Residents of Back Bay Campus and Sugar Hill will have priority access to the living arrangements and services on the Laconia campus. There are also future plans to expand the Sugar Hill community to include a health center building that will add assisted living, memory care and health care beds. This addition is still in the very early planning phase and is not expected to be introduced to this market until 2022/2023.

Assisted Living - MDS identified three existing assisted living communities in this PMA operating 56 assisted living units. These three communities, combined, were reported to be **89.3% occupied** at the time of the survey. Exhibits 22 and 23 summarize the occupancy and pricing characteristics of each of these assisted living communities.

All of the vacant units were distributed between two small communities in Carroll County. The assisted living units at Sugar Hill are reported to be full with a waiting list.

Memory Care Communities – There are currently no Alzheimer's/memory care assisted living units in Carroll County at this time. It is MDS' opinion that this represents a void in this market area at this time.

EXHIBIT 1

PRELIMINARY PRIMARY MARKET AREA

DEFINITION FOR A NEW SENIOR HOUSING

COMMUNITY IN CARROLL COUNTY, NEW HAMPSHIRE

- 03227 Center Sandwich
- 03254 Moultonborough
- 03259 North Sandwich
- 03812 Bartlett
- 03813 Center Conway
- 03814 Center Ossipee
- 03816 Center Tuftonboro
- 03817 Chocorua
- 03818 Conway/Albany
- 03830 East Wakefield
- 03832 Eaton Center
- 03836 Freedom
- 03838 Glen
- 03845 Intervale
- 03846 Jackson
- 03847 Kearsarge
- 03849 Madison
- 03850 Melvin Village
- 03853 Mirrow Lake
- 03860 North Conway
- 03864 Ossipee
- 03872 Sanbornville
- 03875 Silver Lake
- 03882 Effingham
- 03883 South Tamworth
- 03886 Tamworth
- 03890 West Ossipee
- 03894 Wolfeboro
- 03896 Wolfeboro Falls
- 03897 Wonalancet

Figure 1 presents a map depicting the approximate boundaries of this PMA. MDS has assumed that 70% to 80% of the new unit absorption will come from age and income qualified households residing in this PMA.

EXHIBIT 1a

PRELIMINARY PRIMARY MARKET AREA

DEFINITION FOR A NEW SENIOR HOUSING

COMMUNITY IN CARROLL COUNTY, NEW HAMPSHIRE

Conway Area

03812 Bartlett
03813 Center Conway
03818 Conway/Albany
03838 Glen
03845 Intervale
03846 Jackson
03847 Kearsarge
03860 North Conway

Tamworth Area

03227 Center Sandwich
03259 North Sandwich
03817 Chocorua
03832 Eaton Center
03849 Madison
03875 Silver Lake
03883 South Tamworth
03886 Tamworth
03897 Wonalancet

Moultenboro Area

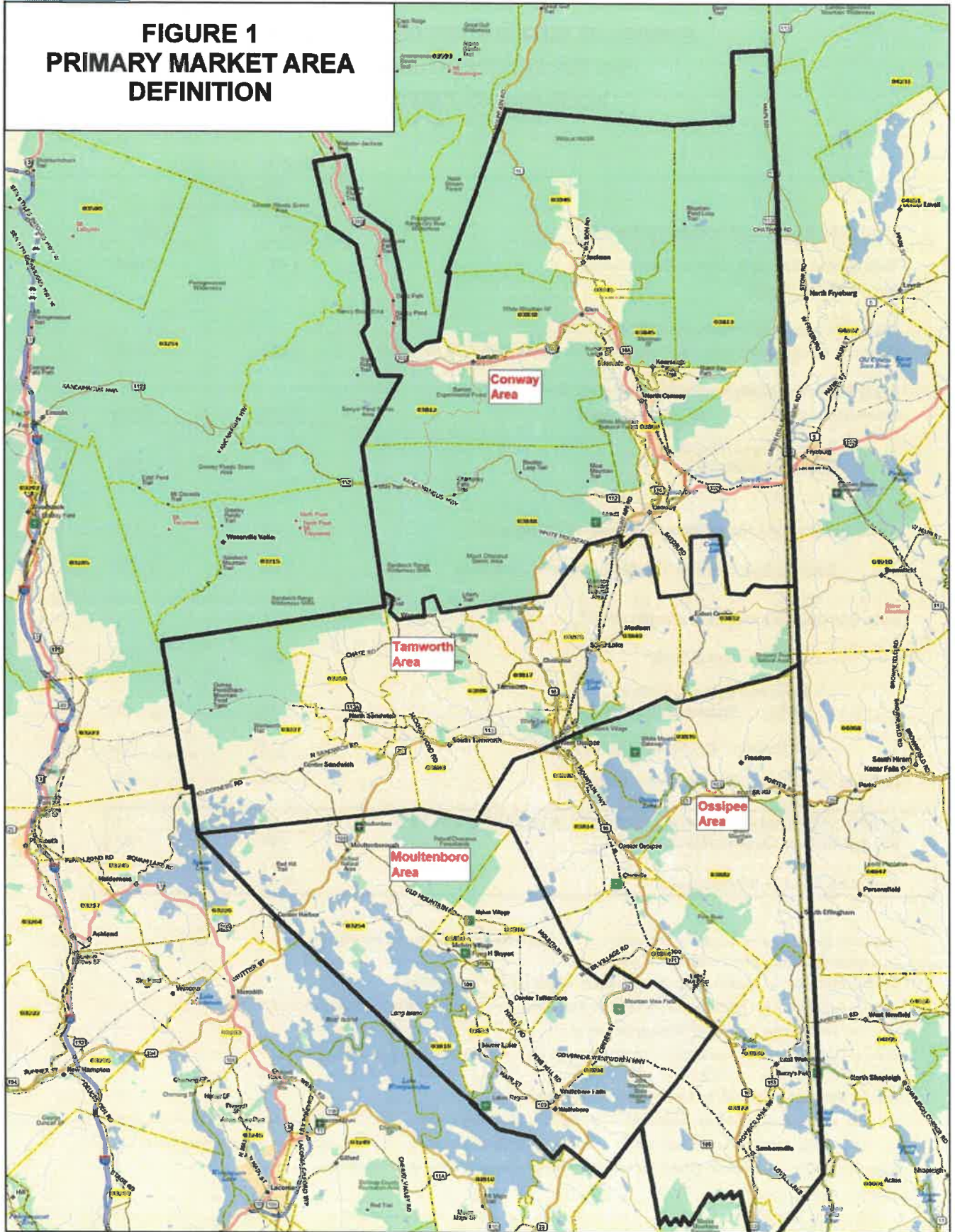
03254 Moultonborough
03816 Center Tuftonboro
03850 Melvin Village
03853 Mirrow Lake
03894 Wolfeboro
03896 Wolfeboro Falls

Ossipee Area

03814 Center Ossipee
03830 East Wakefield
03836 Freedom
03864 Ossipee
03872 Sanbornville
03882 Effingham
03890 West Ossipee

Figure 1 presents a map depicting the approximate boundaries of this PMA. MDS has assumed that 70% to 80% of the new unit absorption will come from age and income qualified households residing in this PMA.

FIGURE 1 PRIMARY MARKET AREA DEFINITION



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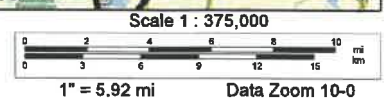
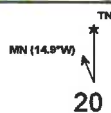


EXHIBIT 2
SUMMARY OF RESULTING AGE 75+ CAPTURE RATES
FOR NEW INDEPENDENT LIVING UNITS
IN THE PRIMARY MARKET AREA
Carroll County, NH

<u>Pragmatic Sequential Screening Process</u> ¹	Year:	\$60,000 + Income 75% PMA Absorption Impact	
		<u>2021</u>	<u>2024</u>
Total (Gross) Estimated Non-Institutionalized Age 75+ Households ²		3,287	3,404
Estimated Age Qualified Households Which Are Currently Living "Independently" (estimated to not require ADL services) ³		2,232	2,312
Apply Minimum Qualifying (Private Pay) Annual Income Screen @ \$60,000 or More ⁴	X	<u>37.7%</u>	X <u>40.6%</u>
Subtotal Age / Income Qualified Households		841	938
Additional Qualified Households Due to Home Sale/Equity ⁵		<u>130</u>	<u>135</u>
Subtotal Age / Income Qualified Available Prospects		970	1,073
Less Competitive Independent Living Units ⁶			
- Existing Occupied Units		(65)	(65)
- Vacant and Planned Units at 93% Stabilized Occupancy		(6)	(6)
- Unit Turnover @ 25% of Occupied Units ⁷		<u>(16)</u>	<u>(16)</u>
Net Age / Income Qualified Available Prospects		884	986
Number of Subject Independent Living Units to be Absorbed in PMA ⁸		<u>88</u>	<u>99</u>
Net Age/Income Qualified Households		<u>884</u>	<u>986</u>
Resulting Age 75+ Capture Rates		↓ 10.0%	↓ 10.0%

¹ Refer to Exhibit 9 for a more detailed explanation of the supporting rationale and key assumptions involved in the independent living demand analysis.

² Refer to Exhibit A-1 in Appendix A for the calculation of total age 75+ households.

³ Refer to Exhibit 8 for the calculation of the need for ADL services in this PMA. MDS has assumed the inverse of this need in estimating demand for independent living.

⁴ Refer to Exhibit A-2 for the calculation of age 75+ households who meet the minimum qualifying income criteria of \$60,000 or more.

⁵ Refer to Exhibits 14a and 14b for the home equity analysis/impact:

191 additional qualifying households x 67.9% incidence level = 130 additional qualified households in 2021;

199 additional qualifying households x 67.9% incidence level = 135 additional qualified households in 2024.

⁶ Refer to Exhibit B-1 in Appendix B for list of competitive units factored into this demand analysis.

⁷ 64.5 existing units x 25.0% turnover = 16 units.

⁸ 127 IL units x 93% occupancy x 75% PMA absorption = 88 units to be filled from PMA.

141 IL units x 93% occupancy x 75% PMA absorption = 99 units to be filled from PMA.

EXHIBIT 3
SUMMARY OF RESULTING AGE 75+ CAPTURE RATES
FOR NEW INDEPENDENT LIVING UNITS
IN THE PRIMARY MARKET AREA
Carroll County, NH

	Year:	\$65,000 + Income 75% PMA Absorption Impact	
		2021	2024
Pragmatic Sequential Screening Process ¹			
Total (Gross) Estimated Non-Institutionalized Age 75+ Households ²		3,287	3,404
Estimated Age Qualified Households Which Are Currently Living "Independently" (estimated to not require ADL services) ³		2,232	2,312
Apply Minimum Qualifying (Private Pay) Annual Income Screen @ \$65,000 or More ⁴	X	33.7%	X 36.6%
Subtotal Age / Income Qualified Households		751	846
Additional Qualified Households Due to Home Sale/Equity ⁵		130	135
Subtotal Age / Income Qualified Available Prospects		881	981
Less Competitive Independent Living Units ⁶			
- Existing Occupied Units		(65)	(65)
- Vacant and Planned Units at 93% Stabilized Occupancy		(6)	(6)
- Unit Turnover @ 25% of Occupied Units ⁷		(16)	(16)
Net Age / Income Qualified Available Prospects		794	894
Number of Subject Independent Living Units to be Absorbed in PMA ⁸		79	89
Net Age/Income Qualified Households		794	894
Resulting Age 75+ Capture Rates		10.0%	10.0%

¹ Refer to Exhibit 9 for a more detailed explanation of the supporting rationale and key assumptions involved in the independent living demand analysis.

² Refer to Exhibit A-1 in Appendix A for the calculation of total age 75+ households.

³ Refer to Exhibit 8 for the calculation of the need for ADL services in this PMA. MDS has assumed the inverse of this need in estimating demand for independent living.

⁴ Refer to Exhibit A-3 for the calculation of age 75+ households who meet the minimum qualifying income criteria of \$65,000 or more.

⁵ Refer to Exhibits 14a and 14b for the home equity analysis/impact:

191 additional qualifying households x 67.9% incidence level = 130 additional qualified households in 2021;
199 additional qualifying households x 67.9% incidence level = 135 additional qualified households in 2024.

⁶ Refer to Exhibit B-1 in Appendix B for list of competitive units factored into this demand analysis.

⁷ 64.5 existing units x 25.0% turnover = 16 units.

⁸ 114 IL units x 93% occupancy x 75% PMA absorption = 79 units to be filled from PMA.

128 IL units x 93% occupancy x 75% PMA absorption = 89 units to be filled from PMA.

EXHIBIT 4
SUMMARY OF RESULTING AGE 75+ CAPTURE RATES
FOR NEW INDEPENDENT LIVING UNITS
IN THE PRIMARY MARKET AREA
Carroll County, NH

Pragmatic Sequential Screening Process ¹	Year:	\$70,000 + Income 75% PMA Absorption Impact	
		2021	2024
Total (Gross) Estimated Non-Institutionalized Age 75+ Households ²		3,287	3,404
Estimated Age Qualified Households Which Are Currently Living "Independently" (estimated to not require ADL services) ³		2,232	2,312
Apply Minimum Qualifying (Private Pay) Annual Income Screen @ \$70,000 or More ⁴	X	29.6%	X 32.6%
Subtotal Age / Income Qualified Households		662	754
Additional Qualified Households Due to Home Sale/Equity ⁵		130	135
Subtotal Age / Income Qualified Available Prospects		791	889
Less Competitive Independent Living Units ⁶			
- Existing Occupied Units		(65)	(65)
- Vacant and Planned Units at 93% Stabilized Occupancy		(6)	(6)
- Unit Turnover @ 25% of Occupied Units ⁷		(16)	(16)
Net Age / Income Qualified Available Prospects		704	802
Number of Subject Independent Living Units to be Absorbed in PMA ⁸		70	80
Net Age/Income Qualified Households		704	802
		↓	↓
Resulting Age 75+ Capture Rates		10.0%	10.0%

¹ Refer to Exhibit 9 for a more detailed explanation of the supporting rationale and key assumptions involved in the independent living demand analysis.

² Refer to Exhibit A-1 in Appendix A for the calculation of total age 75+ households.

³ Refer to Exhibit 8 for the calculation of the need for ADL services in this PMA. MDS has assumed the inverse of this need in estimating demand for independent living.

⁴ Refer to Exhibit A-4 for the calculation of age 75+ households who meet the minimum qualifying income criteria of \$70,000 or more.

⁵ Refer to Exhibits 14a and 14b for the home equity analysis/impact:

191 additional qualifying households x	67.9%	incidence level =	130 additional qualified households in 2021;
199 additional qualifying households x	67.9%	incidence level =	135 additional qualified households in 2024.

⁶ Refer to Exhibit B-1 in Appendix B for list of competitive units factored into this demand analysis.

⁷ 64.5 existing units x 25.0% turnover = 16 units.

⁸ 101 IL units x 93% occupancy x 75% PMA absorption = 70 units to be filled from PMA.
115 IL units x 93% occupancy x 75% PMA absorption = 80 units to be filled from PMA.

EXHIBIT 5
SUMMARY OF RESULTING AGE 75+ CAPTURE RATE
FOR NEW ASSISTED LIVING UNITS IN THE PRIMARY MARKET AREA
Carroll County, NH

	\$65,000 + Income 75% PMA		
	Absorption Impact		
<u>Pragmatic Sequential Screening Process</u> ¹	Year:	2021	2024
Total (Gross) Estimated Non-Institutionalized Age 75+ Households ²		3,287	3,404
Estimated Weighted Average Level of Incidence for ADLs for Age 75+ Cohort ³		0.321	0.321
Subtotal		1,055	1,092
Apply Minimum Qualifying (Private Pay) Annual Income Screen @ \$65,000 or More ⁴		0.337	0.366
Subtotal Age/Income Qualified Households Who Are Estimated to Have ADL Needs		355	400
Less Competitive Assisted Living Units: ⁵			
- Existing Occupied Assisted Living Units		(38)	(38)
- Vacant/Planned Assisted Living Units at 93% Occupancy		(4)	(4)
- Unit Turnover @ 45% of Occupied Units ⁶		(17)	(17)
Subtotal Age/Income Qualified Available Prospects		297	341
Additional Qualified Households Available Due to Home Sale / Equity with Incidence Level Applied ⁷		61	64
Net Age/Income Qualified Available Prospects		358	405
Number of Subject Assisted Living Units to be Absorbed in the PMA ⁸		72	81
Net Age / Income Qualified Prospects in the PMA		358	405
		↓	↓
Resulting Age 75+ Capture Rates		20.0%	20.0%

¹ Refer to Exhibit 10 for a more detailed explanation of the supporting rationale and key assumptions involved in the assisted living demand analysis.

² Refer to Exhibit A-1 in Appendix A for the calculation of total age 75+ households.

³ Refer to Exhibit 8 for calculation of levels of incidence for the need for ADL services in the PMA.

⁴ Refer to Exhibit A-3 for the calculation of age 75+ households who meet the minimum qualifying income criteria of \$65,000 + .

⁵ Refer to Exhibit B-2 in Appendix B for a list of competitive units factored into this demand analysis.

⁶ 38 existing units x 45% turnover = 17 units.

⁷ Refer to Exhibits 14a and 14b for the home equity analysis/impact:

191 additional qualifying households x 32.1% incidence level = 61 additional qualified households in 2021;

199 additional qualifying households x 32.1% incidence level = 64 additional qualified households in 2024.

⁸ 103 AL units x 93% occupancy x 75% PMA absorption = 72 units to be filled from the PMA.

116 AL units x 93% occupancy x 75% PMA absorption = 81 units to be filled from the PMA.

EXHIBIT 6

**SUMMARY OF RESULTING AGE 75+ CAPTURE RATE
FOR NEW ASSISTED LIVING UNITS IN THE PRIMARY MARKET AREA**

Carroll County, NH

<u>Pragmatic Sequential Screening Process ¹</u>	Year:	\$70,000 + Income 75% PMA Absorption Impact	
		2021	2024
Total (Gross) Estimated Non-Institutionalized Age 75+ Households ²		3,287	3,404
Estimated Weighted Average Level of Incidence for ADLs for Age 75+ Cohort ³		<u>0.321</u>	<u>0.321</u>
Subtotal		1,055	1,092
Apply Minimum Qualifying (Private Pay) Annual Income Screen @ \$70,000 or More ⁴		<u>0.296</u>	<u>0.326</u>
Subtotal Age/Income Qualified Households Who Are Estimated to Have ADL Needs		313	356
Less Competitive Assisted Living Units: ⁵			
- Existing Occupied Assisted Living Units		(38)	(38)
- Vacant/Planned Assisted Living Units at 93% Occupancy		(4)	(4)
- Unit Turnover @ 45% of Occupied Units ⁶		<u>(17)</u>	<u>(17)</u>
Subtotal Age/Income Qualified Available Prospects		254	298
Additional Qualified Households Available Due to Home Sale / Equity with Incidence Level Applied ⁷		<u>61</u>	<u>64</u>
Net Age/Income Qualified Available Prospects		316	361

Number of Subject Assisted Living Units to be Absorbed in the PMA ⁸	63	72
Net Age / Income Qualified Prospects in the PMA	316	361
	↓	↓
Resulting Age 75+ Capture Rates	20.0%	20.0%

¹ Refer to Exhibit 10 for a more detailed explanation of the supporting rationale and key assumptions involved in the assisted living demand analysis.

² Refer to Exhibit A-1 in Appendix A for the calculation of total age 75+ households.

³ Refer to Exhibit 8 for calculation of levels of incidence for the need for ADL services in the PMA.

⁴ Refer to Exhibit A-4 for the calculation of age 75+ households who meet the minimum qualifying income criteria of \$70,000 + .

⁵ Refer to Exhibit B-2 in Appendix B for a list of competitive units factored into this demand analysis.

⁶ 38 existing units x 45% turnover = 17 units.

⁷ Refer to Exhibits 14a and 14b for the home equity analysis/impact:

191	additional qualifying households x	32.1% incidence level	61	additional qualified households in 2021;
199	additional qualifying households x	32.1% incidence level	64	additional qualified households in 2024.

⁸ 90 AL units x 93% occupancy x 75% PMA absorption = 63 units to be filled from the PMA.

104 AL units x 93% occupancy x 75% PMA absorption = 72 units to be filled from the PMA.

EXHIBIT 7

SUMMARY OF RESULTING AGE 75+ CAPTURE RATE
FOR NEW ASSISTED LIVING UNITS IN THE PRIMARY MARKET AREA

Carroll County, NH

	\$75,000 + Income 75% PMA		
	Absorption Impact		
<u>Pragmatic Sequential Screening Process</u> ¹	Year:	2021	2024
Total (Gross) Estimated Non-Institutionalized Age 75+ Households ²		3,287	3,404
Estimated Weighted Average Level of Incidence for ADLs for Age 75+ Cohort ³		0.321	0.321
Subtotal		1,055	1,092
Apply Minimum Qualifying (Private Pay) Annual Income Screen @ \$75,000 or More ⁴		0.256	0.286
Subtotal Age/Income Qualified Households Who Are Estimated to Have ADL Needs		270	313
Less Competitive Assisted Living Units: ⁵			
- Existing Occupied Assisted Living Units		(38)	(38)
- Vacant/Planned Assisted Living Units at 93% Occupancy		(4)	(4)
- Unit Turnover @ 45% of Occupied Units ⁶		(17)	(17)
Subtotal Age/Income Qualified Available Prospects		212	254
Additional Qualified Households Available Due to Home Sale / Equity with Incidence Level Applied ⁷		61	64
Net Age/Income Qualified Available Prospects		273	318
		55	64
Number of Subject Assisted Living Units to be Absorbed in the PMA⁸		273	318
Net Age / Income Qualified Prospects in the PMA		↓	↓
Resulting Age 75+ Capture Rates		20.0%	20.0%

¹ Refer to Exhibit 10 for a more detailed explanation of the supporting rationale and key assumptions involved in the assisted living demand analysis.

² Refer to Exhibit A-1 in Appendix A for the calculation of total age 75+ households.

³ Refer to Exhibit 8 for calculation of levels of incidence for the need for ADL services in the PMA.

⁴ Refer to Exhibit A-5 for the calculation of age 75+ households who meet the minimum qualifying income criteria of \$75,000 +.

⁵ Refer to Exhibit B-2 in Appendix B for a list of competitive units factored into this demand analysis.

⁶ 38 existing units x 45% turnover = 17 units.

⁷ Refer to Exhibits 14a and 14b for the home equity analysis/impact:

 191 additional qualifying households x 32.1% incidence level = 61 additional qualified households in 2021;

 199 additional qualifying households x 32.1% incidence level = 64 additional qualified households in 2024.

⁸ 78 AL units x 93% occupancy x 75% PMA absorption = 55 units to be filled from the PMA.

91 AL units x 93% occupancy x 75% PMA absorption = 64 units to be filled from the PMA.

EXHIBIT 7a

SUMMARY OF RESULTING AGE 75+ CAPTURE RATE
FOR NEW ASSISTED LIVING UNITS IN THE PRIMARY MARKET AREA

Carroll County, NH

<u>Pragmatic Sequential Screening Process</u> ¹	< \$26,700 + Income 75% PMA													
	Year:	Absorption Impact												
	2021	2024												
Total (Gross) Estimated Non-Institutionalized Age 75+ Households ²	3,287	3,404												
Estimated Weighted Average Level of Incidence for ADLs for Age 75+ Cohort ³	0.321	0.321												
Subtotal	1,055	1,092												
Apply Minimum Qualifying (Private Pay) Annual Income Screen @ < \$26,700 or More ⁴	0.277	0.264												
Subtotal Age/Income Qualified Households Who Are Estimated to Have ADL Needs	292	288												
Less Competitive Assisted Living Units: ⁵														
- Existing Occupied Assisted Living Units	(13)	(13)												
- Vacant/Planned Assisted Living Units at 93% Occupancy	(2)	(2)												
- Unit Turnover @ 45% of Occupied Units ⁶	(6)	(6)												
Subtotal Age/Income Qualified Available Prospects	271	267												
Additional Qualified Households Available Due to Home Sale / Equity with Incidence Level Applied ⁷	0	0												
Net Age/Income Qualified Available Prospects	271	267												
<table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="border-bottom: 1px solid black;">Number of Subject Assisted Living Units to be Absorbed in the PMA⁸</td> <td style="text-align: center; border-bottom: 1px solid black;">54</td> <td style="text-align: center; border-bottom: 1px solid black;">53</td> </tr> <tr> <td style="border-bottom: 1px solid black;">Net Age / Income Qualified Prospects in the PMA</td> <td style="text-align: center; border-bottom: 1px solid black;">271</td> <td style="text-align: center; border-bottom: 1px solid black;">267</td> </tr> <tr> <td></td> <td style="text-align: center;">↓</td> <td style="text-align: center;">↓</td> </tr> <tr> <td style="border-bottom: 1px solid black;">Resulting Age 75+ Capture Rates</td> <td style="text-align: center; border-bottom: 1px solid black;">20.0%</td> <td style="text-align: center; border-bottom: 1px solid black;">20.0%</td> </tr> </table>			Number of Subject Assisted Living Units to be Absorbed in the PMA⁸	54	53	Net Age / Income Qualified Prospects in the PMA	271	267		↓	↓	Resulting Age 75+ Capture Rates	20.0%	20.0%
Number of Subject Assisted Living Units to be Absorbed in the PMA⁸	54	53												
Net Age / Income Qualified Prospects in the PMA	271	267												
	↓	↓												
Resulting Age 75+ Capture Rates	20.0%	20.0%												

¹ Refer to Exhibit 10 for a more detailed explanation of the supporting rationale and key assumptions involved in the assisted living demand analysis.

² Refer to Exhibit A-1 in Appendix A for the calculation of total age 75+ households.

³ Refer to Exhibit 8 for calculation of levels of incidence for the need for ADL services in the PMA.

⁴ Refer to Exhibit A-2 for the calculation of age 75+ households who meet the minimum qualifying income criteria of < \$26,700 + .

⁵ Refer to Exhibit B-2 in Appendix B for a list of competitive units factored into this demand analysis.

⁶ 38 existing units x 45% turnover = 5.9 units.

⁷ Refer to Exhibits 14a and 14b for the home equity analysis/impact:

0 additional qualifying households x	32.1% incidence level	0 additional qualified households in 2021;
0 additional qualifying households x	32.1% incidence level	0 additional qualified households in 2024.

⁸ 78 AL units x 93% occupancy x 75% PMA absorption = 54 units to be filled from the PMA.

77 AL units x 93% occupancy x 75% PMA absorption = 53 units to be filled from the PMA.

EXHIBIT 8

CALCULATION OF WEIGHTED AVERAGE LEVEL OF INCIDENCE

FOR ASSISTANCE WITH ACTIVITIES OF DAILY LIVING

FOR THE PRIMARY MARKET AREA

Carroll County, NH

<u>Age Cohort</u>	<u>2019</u> <u>Age 75+</u> <u>Population</u>	<u>Estimated</u> <u>Level of</u> <u>Incidence</u>	<u>2019 Age 75+ Seniors</u> <u>Estimated to Require</u> <u>Assistance with ADLs</u>
75 to 79	2,078	20.0%	416
80 to 84	1,367	31.0%	424
85+	<u>1,498</u>	50.0%	<u>749</u>
Total	4,942		1,588
Weighted Average		32.1%	

<u>Age Cohort</u>	<u>2021</u> <u>Age 75+</u> <u>Population</u>	<u>Estimated</u> <u>Level of</u> <u>Incidence</u>	<u>2021 Age 75+ Seniors</u> <u>Estimated to Require</u> <u>Assistance with ADLs</u>
75 to 79	2,157	20.0%	431
80 to 84	1,345	31.0%	417
85+	<u>1,541</u>	50.0%	<u>771</u>
Total	5,044		1,619
Weighted Average		32.1%	

<u>Age Cohort</u>	<u>2024</u> <u>Age 75+</u> <u>Population</u>	<u>Estimated</u> <u>Level of</u> <u>Incidence</u>	<u>2024 Age 75+ Seniors</u> <u>Estimated to Require</u> <u>Assistance with ADLs</u>
75 to 79	2,257	20.0%	451
80 to 84	1,348	31.0%	418
85+	<u>1,606</u>	50.0%	<u>803</u>
Total	5,211		1,672
Weighted Average		32.1%	

This exhibit summarizes the calculation of the weighted average incidence level for the Age 75+ households in the Primary Market Area - based on factors by age cohort. This weighted average level of incidence is utilized in the capture rate models outlined in Exhibits 2 through 7.

Sources: U.S. Bureau of the Census, the Need for Personal Assistance With Everyday Activities: Recipients and Caregivers
 Environics Analytics
 MDS Analysis

EXHIBIT 9

SUPPORTING RATIONALE AND KEY ASSUMPTIONS

INVOLVED IN QUANTIFYING THE DEMAND FOR

STATE-OF-THE-ART INDEPENDENT LIVING

The MDS approach utilized in determining independent living demand involves the following pragmatic sequential screening process:

- I. **Total Age 75+ Non-Institutionalized Households** - The estimated number of age 75+ non-institutionalized households in the Primary Market Area is first determined. This figure is considered to be conservative in that it does not include age 75+ households which reside in households headed by a person who is not age 75 or older - such as adult children/relatives, etc. It also screens out those persons who reside in group quarters, nursing homes or other institutionalized settings.

MDS then calculates the percent of these age qualified households who are currently residing in a living arrangement or setting that allows them to be qualified for independent living. Exhibit 8 presents the calculation of age 75+ Seniors estimated to need assistance with activities of daily living (ADLs). These Seniors who need assistance have been eliminated from the pool of qualified prospects as they are assumed to no longer be qualified for the independent living lifestyle.

- II. **Minimum Annual (Private Pay) Income Qualification Screen** - These age qualified Senior households are adjusted to include only those income qualified households based on annual after-tax cash flow income alone - allowing for discretionary expenditures and exclusive of economic support by children and spend-down of assets. This minimum qualifying income screen should be sufficient to support the proposed market rate independent living monthly service fees. The income screening process essentially eliminates existing residents of traditionally lower quality, older/smaller board and care type facilities which typically require monthly service fees lower than those that will be established for the new community.
- III. **Home Sale/Equity Investment Impact** - The impact of homeowner equity liquidation is factored into the independent living apartment demand analysis. This analysis assumes that the minimum qualifying income criteria could be reduced, for those Seniors selling their homes, due to the additional annual cash flow that would result from the sale of a home and the reinvestment of the net, after-tax sales proceeds. Exhibits 14a through 15 summarize the home equity impact analysis.
- IV. **Current Competitive Supply Adjustment** - Senior households currently residing in existing, comparably priced (or higher priced) independent/congregate living communities are subtracted from the targeted pool of age and income qualified households (refer to Appendix B for a list of independent living competitors factored into this analysis).

Exhibit 9
Supporting Rationale And Key Assumptions
Involved In Quantifying The Demand For
State-Of-The-Art Independent Living

- V. Adjustment for Overall Market Stabilized Occupancy - Vacant and planned independent/congregate living units are typically filled to 93% occupancy (refer to Appendix B).
- VI. Compensation for Annual Unit Turnover - Finally, annual resident turnover of approximately 25% for independent/congregate living is calculated and subtracted for existing occupied units. This factor accounts for units at existing competitive projects that will constantly (annually) need to be refilled or re-occupied due to resident attrition.

The bottom-line result of this detailed analysis and screening process is to identify the net pool of age and income qualified Senior households that would be estimated to qualify for the independent living lifestyle.

EXHIBIT 10

SUPPORTING RATIONALE AND KEY ASSUMPTIONS

INVOLVED IN QUANTIFYING THE DEMAND

FOR STATE-OF-THE-ART ASSISTED LIVING

The MDS approach utilized in determining assisted living demand involves the following pragmatic sequential screening process:

- I. **Total Age 75+ Non-Institutionalized Households** - The estimated number of age 75+ non-institutionalized households in the Primary Market Area is first determined. This figure is considered to be conservative in that it does not include age 75+ households which reside in households headed by a person who is not age 75 or older - such as adult children/relatives, etc. It also screens out those persons who reside in group quarters, nursing homes or other institutionalized settings.
- II. **Need-Driven Incidence Level Screen** - The estimated weighted average level of incidence for the need for assistance with the activities of daily living (ADLs) within the age 75+ household cohort is determined. Exhibit 8 summarizes the calculation of the weighted average incidence level utilized in this analysis for the PMA. This gross total of age and incidence level qualified households represents a need-driven pool of prospects which are the true market for assisted living - exclusive of income qualification and consideration of existing comparable/competitive product offerings.
- III. **Minimum Annual (Private Pay) Income Qualification Screen** - These age and incidence level (need-driven) qualified Senior households are adjusted to include only those income qualified households based on annual after-tax cash flow income alone - allowing for discretionary expenditures and exclusive of economic support by children and spend-down of assets. This minimum qualifying income screen should be sufficient to support the proposed market rate assisted living monthly service fees. The income screening process essentially eliminates existing residents of traditionally lower quality, older/smaller board and care type facilities which typically require monthly fees lower than those that would be established for the living units being considered for the new community.
- IV. **Home Sale/Equity Investment Impact** - The impact of homeowner equity liquidation is factored into the demand analysis. This analysis assumes that the minimum qualifying income criteria could be reduced, for those Seniors selling their homes, due to the additional annual cash flow that would result from the sale of a home and the reinvestment of the net, after-tax sales proceeds (refer to Exhibits 14a through 15 summarize the home equity impact analysis).

Exhibit 10
Supporting Rationale and Key Assumptions
Involved in Quantifying the Demand
for State-of-the-Art Assisted Living

- V. **Current Competitive Supply Adjustment** - Senior households currently residing in existing comparable assisted living communities were then subtracted from the targeted pool of age, income and incidence level qualified households (refer to Appendix B for a list of assisted living competitors factored into this analysis).
- VI. **Adjustment for Overall Market Stabilized Occupancy** - Vacant and planned purpose-built assisted living units are assumed to be filled to 95% occupancy before evaluating the future net demand (refer to Appendix B).
- VII. **Compensation for Annual Unit Turnover** - Finally, annual resident turnover of approximately 45% for assisted living is calculated and subtracted for existing occupied units. This factor accounts for units at existing competitive projects that will constantly (annually) need to be refilled or re-occupied due to resident attrition.

The bottom-line result of this detailed analysis and screening process is to identify the net pool of age, income and incidence level qualified Senior households that are currently need-driven and would qualify for assisted living.

EXHIBIT 11

CALCULATION OF WEIGHTED AVERAGE LEVEL OF INCIDENCE

FOR ALZHEIMER'S DISEASE/RELATED DEMENTIA

IN THE PRIMARY MARKET AREA

Carroll County, NH

<u>Age Cohort</u>	<u>2019</u> <u>Age 75+</u> <u>Population</u>	<u>Estimated Level</u> <u>of Incidence</u> <u>for Alzheimer's</u> <u>Disease/Related</u> <u>Dementia</u>	<u>2019 Age 75+ Seniors</u> <u>Estimated With</u> <u>Alzheimer's/Dementia</u>
75 to 84	3,434	17.0%	584
85+	<u>1,498</u>	32.0%	<u>479</u>
Total	4,932		1,063
<i>Weighted Average</i>		21.6%	

<u>Age Cohort</u>	<u>2021</u> <u>Age 75+</u> <u>Population</u>	<u>Estimated Level</u> <u>of Incidence</u> <u>for Alzheimer's</u> <u>Disease/Related</u> <u>Dementia</u>	<u>2021 Age 75+ Seniors</u> <u>Estimated With</u> <u>Alzheimer's/Dementia</u>
75 to 84	3,502	17.0%	595
85+	<u>1,541</u>	32.0%	<u>493</u>
Total	5,044		1,089
<i>Weighted Average</i>		21.6%	

<u>Age Cohort</u>	<u>2024</u> <u>Age 75+</u> <u>Population</u>	<u>Estimated Level</u> <u>of Incidence</u> <u>for Alzheimer's</u> <u>Disease/Related</u> <u>Dementia</u>	<u>2024 Age 75+ Seniors</u> <u>Estimated With</u> <u>Alzheimer's/Dementia</u>
75 to 84	3,605	17.0%	613
85+	<u>1,606</u>	32.0%	<u>514</u>
Total	5,211		1,127
<i>Weighted Average</i>		21.6%	

This exhibit summarizes the calculation of the weighted average incidence level for Alzheimer's Disease or other related dementia in this PMA. This weighted average level of incidence is utilized in the Alzheimer's capture rate models outlined in Exhibits 12 and 13.

Sources: Alzheimer's Association
 Environics Analytics
 MDS Analysis

EXHIBIT 12

SUMMARY OF RESULTING AGE 75+ CAPTURE RATES FOR NEW ALZHEIMER'S/MEMORY CARE

UNITS IN AN ASSISTED LIVING SETTING

Carroll County, NH

Pragmatic Sequential Screening Process	\$85,000 + Income 75% PMA Absorption Impact	
	Year: 2021	2024
Total (Gross) Estimated Non-Institutionalized Age 75+ Households ¹	3,287	3,404
Less Existing and Planned/Announced Assisted Living Units:	<u>(56)</u>	<u>(56)</u>
Subtotal	3,231	3,348
Estimated level of Incidence of Dementia ²	0.216	0.216
Subtotal - Dementia Level of Incidence	697	724
Apply Minimum Qualifying (Private Pay)		
Income Screen @: \$85,000 + ³	<u>0.223</u>	<u>0.251</u>
Subtotal Age/Income Qualified Households Who Are Estimated to Have Dementia	155	182
Additional Qualified Households Available Due to Impact of Home Sale/Equity ⁴	<u>8</u>	<u>10</u>
Subtotal Equity Adjusted Households	164	191
Less Competitive Memory Care Units ⁵		
- Existing Occupied Memory Care Units	0	0
- Vacant and Planned Memory Care Units @ 93% Occupancy	0	0
- Unit Turnover @ 45% of Occupied Units	<u>0</u>	<u>0</u>
Net Age / Income Qualified Available Prospects	164	191
Number of Subject Memory Care Units to be Absorbed in the PMA ⁶	33	38
Net Age/Income Qualified Prospects in the PMA	164	191
Resulting Age 75+ Capture Rates	20.0%	20.0%

¹ These are non-institutionalized households - does not include persons in nursing homes or institutionalized group quarters. (Refer to Exhibit A-1 in Appendix A.)

² Information provided by The Alzheimer's Disease and Related Disorders Association, Inc. The incidence level is a weighted average of two age cohorts - age 75 to 84 and 85+.

³ Refer to Exhibit A-6 for the calculation of age 75+ households who meet the minimum qualifying income criteria of \$85,000 or more.

⁴ Refer to Exhibits 14a and 14b - applied level of incidence and assumed that only 50% of these residents would be coming directly from their own home - see calculation below:

$$78 \times 21.6\% \times 50.0\% = 8 \text{ for year 2021;}$$

$$88 \times 21.6\% \times 50.0\% = 10 \text{ for year 2024.}$$

⁵ Refer to Exhibit B-3 in Appendix B for a list of competitive units factored into the demand analysis.

⁶

47	units	x	93%	occupancy	x	75%	absorption from PMA	=	33
55	units	x	93%	occupancy	x	75%	absorption from PMA	=	38

units to be filled from the PMA.

EXHIBIT 13

SUMMARY OF RESULTING AGE 75+ CAPTURE RATES FOR NEW ALZHEIMER'S/MEMORY CARE

UNITS IN AN ASSISTED LIVING SETTING

Carroll County, NH

Pragmatic Sequential Screening Process	\$95,000 + Income 75% PMA Absorption Impact		
	Year:	2021	2024
Total (Gross) Estimated Non-Institutionalized Age 75+ Households ¹		3,287	3,404
Less Existing and Planned/Announced Assisted Living Units:		<u>(56)</u>	<u>(56)</u>
Subtotal		3,231	3,348
Estimated level of Incidence of Dementia ²		<u>0.216</u>	<u>0.216</u>
Subtotal - Dementia Level of Incidence		697	724
Apply Minimum Qualifying (Private Pay) Income Screen @: \$95,000 + ³		<u>0.189</u>	<u>0.216</u>
Subtotal Age/Income Qualified Households Who Are Estimated to Have Dementia		132	156
Additional Qualified Households Available Due to Impact of Home Sale/Equity ⁴		<u>8</u>	<u>10</u>
Subtotal Equity Adjusted Households		140	166
Less Competitive Memory Care Units ⁵			
- Existing Occupied Memory Care Units		0	0
- Vacant and Planned Memory Care Units @ 93% Occupancy		0	0
- Unit Turnover @ 45% of Occupied Units		<u>0</u>	<u>0</u>
Net Age / Income Qualified Available Prospects		140	166
Number of Subject Memory Care Units to be Absorbed in the PMA ⁶		<u>28</u>	<u>33</u>
Net Age/Income Qualified Prospects in the PMA		140	166
Resulting Age 75+ Capture Rates		20.0%	20.0%

¹ These are non-institutionalized households - does not include persons in nursing homes or institutionalized group quarters. (Refer to Exhibit A-1 in Appendix A.)

² Information provided by The Alzheimer's Disease and Related Disorders Association, Inc. The incidence level is a weighted average of two age cohorts - age 75 to 84 and 85+.

³ Refer to Exhibit A-7 for the calculation of age 75+ households who meet the minimum qualifying income criteria of \$95,000 or more.

⁴ Refer to Exhibits 14a and 14b - applied level of incidence and assumed that only 50% of these residents would be coming directly from their own home - see calculation below:

$$78 \times 21.6\% \times 50.0\% = 8 \text{ for year 2021;}$$

$$88 \times 21.6\% \times 50.0\% = 10 \text{ for year 2024.}$$

⁵ Refer to Exhibit B-3 in Appendix B for a list of competitive units factored into the demand analysis.

⁶

40	units	x	93% occupancy	x	75%	absorption from PMA =	28
48	units	x	93% occupancy	x	75%	absorption from PMA =	33

units to be filled from the PMA.

EXHIBIT 15

EXPLANATION OF CALCULATION/QUANTIFICATION OF POTENTIAL IMPACT OF HOME EQUITY

MDS has conducted an analysis giving consideration to the impact of home equity potential on Senior household incomes in the Primary Market Area (refer to Exhibits 14a and 14b). **This analysis assumes that the minimum cash flow income threshold could be reduced (for those Seniors selling their homes) due to the additional annual cash flow that would result from the sale of a home and the reinvestment of the net after-tax sales proceeds.** This analysis was accomplished as follows:

1. MDS assumed that the net equity (after closing costs) earned from the sale of these Seniors' homes would be equal to 90% of the sales value and that this equity could be invested at 4% (average over a three to four year period), which would generate an additional annual cash flow of \$8,725 in 2021 and \$8,678 in 2024.
2. MDS then reduced the minimum income criteria of \$60,000 by the amount of the additional cash flow that would be generated from the sale of the home and calculated the percentage of new additional age qualified households that would now qualify at the new reduced income level.
3. MDS again reduced the new age and income qualified households to reflect only that percentage that are estimated to be homeowners (versus renters) in the Primary Market Area. Based on census data, it is estimated that approximately 85% of Seniors live in owner-occupied units.

As can be seen from Exhibit 14a, approximately 191 additional age 75+ households (whose income is below \$60,000) would be qualified at this level, providing they could sell their home and invest the net equity at 4%, thereby supplementing their existing annual cash flow income.

EXHIBIT 16

PROPOSED PRODUCT CHARACTERISTICS FOR NEW

ASSISTED LIVING AND MEMORY CARE UNITS IN CARROLL COUNTY

Market Rate Rental Pricing

	I. <u>Assisted Living Units - Market Rate</u>	Projected Monthly Service Fees	Potential Range of Pricing Assuming Increased Pricing For Higher ADL Needs ¹	Single Occupancy	
				Single Occupancy	Single Occupancy
Studio	24	50.0%	325 - 375 s.f.	\$4,250 - \$4,450	\$4,650 - \$6,050
One Bedroom	20	41.7%	450 - 500 s.f.	\$5,250 - \$5,500	\$5,650 - \$7,100
Two Bedroom	4	8.3%	700 - 750	\$6,450 - \$6,700	\$6,850 - \$8,300
Total	48	100.0%			
Weighted Average			408 - 458 s.f.	\$4,850 - \$5,075	\$5,250 - \$6,675
	II. <u>Alzheimer's/Memory Care Units</u>				
Studio	25	100.0%	325 - 375 s.f.	\$2,276	None
Studio	24	100.0%	275 - 300 s.f.	\$6,050 - \$6,350	None

Source: MDS Analysis

¹ These price ranges assume four additional levels of care services at \$400/month per level of care (\$400 to \$1,600).

EXHIBIT 17

ANALYSIS OF AGE QUALIFIED SENIOR

HOUSEHOLDS BY ZIP CODE IN THE PRIMARY MARKET AREA

Before Income Screen

Zip Code / Community	Total 2019 Households	Age 75+ Senior Households			Absolute Increase 2019-2024	Average Annual % Change
		2019	2021	2024		
03894 Wolfeboro	3,004	630	636	645	15	0.5%
03860 North Conway	1,949	248	254	263	15	1.2%
03254 Moultonborough	1,908	286	293	305	19	1.3%
03813 Center Conway	1,787	216	225	238	22	2.0%
03872 Sanbornville	1,670	220	230	245	25	2.2%
03818 Conway/Albany	1,513	187	194	204	17	1.8%
03814 Center Ossipee	1,077	140	144	151	11	1.5%
03886 Tamworth	838	117	119	123	6	1.0%
03849 Madison	787	99	103	108	9	1.8%
03864 Ossipee	778	98	101	105	7	1.4%
03830 East Wakefield	762	105	110	117	12	2.2%
03836 Freedom	734	133	135	138	5	0.7%
03845 Intervale	728	103	104	105	2	0.4%
03882 Effingham	662	81	84	90	9	2.1%
03816 Center Tuftonboro	582	98	100	102	4	0.8%
03812 Bartlett	522	77	77	78	1	0.3%
03227 Center Sandwich	435	77	78	79	2	0.5%
03875 Silver Lake	400	58	59	60	2	0.7%
03853 Mirrow Lake	286	54	55	56	2	0.7%
03838 Glen	281	41	41	42	1	0.5%
03817 Chocorua	234	33	33	34	1	0.6%
03846 Jackson	223	35	35	36	1	0.6%
03890 West Ossipee	194	28	29	30	2	1.4%
03259 North Sandwich	152	27	28	29	2	1.4%
03883 South Tamworth	82	13	13	13	0	0.0%
03897 Wonalancet	52	8	8	8	0	0.0%
Total	21,640	3,212	3,287	3,404	192	1.2%

Source: Environics Analytics
MDS Analysis

EXHIBIT 17a

ANALYSIS OF AGE QUALIFIED SENIOR

HOUSEHOLDS BY ZIP CODE IN THE PRIMARY MARKET AREA

Before Income Screen

Zip Code / Community	Total 2019 Households	Age 75+ Senior Households			Absolute Increase 2019-2024	Average Annual % Change
		2019	2021	2024		
<u>Conway Area</u>						
03812 Bartlett	522	77	77	78	1	0.3%
03813 Center Conway	1,787	216	225	238	22	2.0%
03818 Conway/Albany	1,513	187	194	204	17	1.8%
03838 Glen	281	41	41	42	1	0.5%
03845 Intervale	728	103	104	105	2	0.4%
03846 Jackson	223	35	35	36	1	0.6%
03860 North Conway	1,949	248	254	263	15	1.2%
Subtotal	7,003	907	930	966	59	1.3%
<u>Moultenboro Area</u>						
03254 Moultonborough	1,908	286	293	305	19	1.3%
03816 Center Tuftonboro	582	98	100	102	4	0.8%
03853 Mirrow Lake	286	54	55	56	2	0.7%
03894 Wolfeboro	3,004	630	636	645	15	0.5%
Subtotal	5,780	1,068	1,084	1,108	40	0.7%
<u>Ossipee Area</u>						
03814 Center Ossipee	1,077	140	144	151	11	1.5%
03830 East Wakefield	762	105	110	117	12	2.2%
03836 Freedom	734	133	135	138	5	0.7%
03864 Ossipee	778	98	101	105	7	1.4%
03872 Sanbornville	1,670	220	230	245	25	2.2%
03882 Effingham	662	81	84	90	9	2.1%
03890 West Ossipee	194	28	29	30	2	1.4%
Subtotal	5,877	805	833	876	71	1.7%
<u>Tamworth Area</u>						
03227 Center Sandwich	435	77	78	79	2	0.5%
03259 North Sandwich	152	27	28	29	2	1.4%
03817 Chocorua	234	33	33	34	1	0.6%
03849 Madison	787	99	103	108	9	1.8%
03875 Silver Lake	400	58	59	60	2	0.7%
03883 South Tamworth	82	13	13	13	0	0.0%
03886 Tamworth	838	117	119	123	6	1.0%
03897 Wonalancet	52	8	8	8	0	0.0%
Subtotal	2,980	432	441	454	22	1.0%
Grand Total	21,640	3,212	3,287	3,404	192	1.2%

Source: Environics Analytics
MDS Analysis

EXHIBIT 18

SUMMARY OF INCOME QUALIFIED AGE 75+

HOUSEHOLDS BY ZIP CODE IN THE PRIMARY MARKET AREA

After Income Screen

Zip Code / Community	Total 2019 Age 75+ Households	\$60,000 + Qualifying Income Screen			Absolute 2019-2024	Average Annual % Change
		2019	2021	2024		
* 03894 Wolfeboro	630	211	222	239	28	2.5%
* 03254 Moultonborough	286	125	134	150	25	3.7%
* 03860 North Conway	248	88	96	109	21	4.4%
* 03872 Sanbornville	220	84	91	103	19	4.2%
* 03813 Center Conway	216	85	94	109	24	5.1%
* 03818 Conway/Albany	187	55	60	67	12	4.0%
03814 Center Ossipee	140	38	40	43	5	2.5%
03836 Freedom	133	46	51	59	13	5.1%
03886 Tamworth	117	34	36	40	6	3.3%
03830 East Wakefield	105	35	39	45	10	5.2%
03845 Intervale	103	52	54	58	6	2.2%
03849 Madison	99	40	43	49	9	4.1%
03864 Ossipee	98	31	33	35	4	2.5%
03816 Center Tuftonboro	98	38	40	42	4	2.0%
03882 Effingham	81	20	22	26	6	5.4%
03812 Bartlett	77	25	28	34	9	6.3%
03227 Center Sandwich	77	36	38	41	5	2.6%
03875 Silver Lake	58	25	27	30	5	3.7%
03853 Mirrow Lake	54	15	16	19	4	4.8%
03838 Glen	41	18	18	19	1	1.1%
03846 Jackson	35	15	16	17	2	2.5%
03817 Chocorua	33	10	10	11	1	1.9%
03890 West Ossipee	28	8	9	10	2	4.6%
03259 North Sandwich	27	11	12	15	4	6.4%
03883 South Tamworth	13	6	6	6	0	0.0%
03897 Wonalancet	8	1	2	4	3	32.0%
Total	3,212	1,152	1,238	1,380	228	3.7%

** The highlighted zip codes contain approximately 56% of the age and income qualified Senior households (age 75+, \$60,000+) in the PMA in 2021.*

Source: Environics Analytics
MDS Analysis

EXHIBIT 18a

SUMMARY OF INCOME QUALIFIED AGE 75+

HOUSEHOLDS BY ZIP CODE IN THE PRIMARY MARKET AREA

After Income Screen

Zip Code / Community	Total 2019 Age 75+ Households	\$60,000 + Qualifying Income Screen			Absolute 2019-2024	Average Annual % Change
		2019	2021	2024		
Conway Area						
03812 Bartlett	77	25	28	34	9	6.3%
* 03813 Center Conway	216	85	94	109	24	5.1%
* 03818 Conway/Albany	187	55	60	67	12	4.0%
03838 Glen	41	18	18	19	1	1.1%
03845 Intervale	103	52	54	58	6	2.2%
03846 Jackson	35	15	16	17	2	2.5%
* 03860 North Conway	248	88	96	109	21	4.4%
Subtotal	907	338	366	413	75	4.1%
Moultenboro Area						
* 03254 Moultonborough	286	125	134	150	25	3.7%
03816 Center Tuftonboro	98	38	40	42	4	2.0%
03853 Mirrow Lake	54	15	16	19	4	4.8%
* 03894 Wolfeboro	630	211	222	239	28	2.5%
Subtotal	1,068	389	412	450	61	3.0%
Ossipee Area						
03814 Center Ossipee	140	38	40	43	5	2.5%
03830 East Wakefield	105	35	39	45	10	5.2%
03836 Freedom	133	46	51	59	13	5.1%
03864 Ossipee	98	31	33	35	4	2.5%
* 03872 Sanbornville	220	84	91	103	19	4.2%
03882 Effingham	81	20	22	26	6	5.4%
03890 West Ossipee	28	8	9	10	2	4.6%
Subtotal	805	262	284	321	59	4.1%
Tamworth Area						
03227 Center Sandwich	77	36	38	41	5	2.6%
03259 North Sandwich	27	11	12	15	4	6.4%
03817 Chocorua	33	10	10	11	1	1.9%
03849 Madison	99	40	43	49	9	4.1%
03875 Silver Lake	58	25	27	30	5	3.7%
03883 South Tamworth	13	6	6	6	0	0.0%
03886 Tamworth	117	34	36	40	6	3.3%
03897 Wonalancet	8	1	2	4	3	32.0%
Subtotal	432	163	175	196	33	3.8%
Grand Total	3,212	1,152	1,238	1,380	228	3.7%

* The highlighted zip codes contain approximately 56% of the age and income qualified Senior households (age 75+, \$60,000+) in the PMA in 2021

Source: Environics Analytics
MDS Analysis

SUMMARY OF INCOME QUALIFIED AGE 75+

HOUSEHOLDS BY ZIP CODE IN THE PRIMARY MARKET AREA

2019 Time Frame - After Income Screen

Zip Code / Community	Total Age 75+ Households	Qualifying Income Screens							
		< \$16,000		\$16,000 - \$26,700		\$26,700 - \$60,000		\$60,000+	
		Number of Households	% of Total Age 75+ HH	Number of Households	% of Total Age 75+ HH	Number of Households	% of Total Age 75+ HH	Number of Households	% of Total Age 75+ HH
Conway Area									
03812 Bartlett	77	6	7.5%	18	23.0%	29	37.8%	24	31.7%
03813 Center Conway	216	16	7.4%	32	14.8%	84	38.8%	84	39.1%
03818 Conway/Albany	187	21	11.1%	49	26.1%	62	32.9%	56	29.8%
03838 Glen	41	3	6.6%	7	17.4%	13	31.6%	18	44.4%
03845 Intervale	103	6	5.3%	15	14.4%	31	29.9%	52	50.3%
03846 Jackson	35	2	5.1%	8	22.5%	10	29.5%	15	42.9%
03860 North Conway	248	35	14.1%	50	20.0%	76	30.6%	88	35.3%
Subtotal	907	87	9.6%	178	19.6%	304	33.6%	337	37.2%
Moultonboro Area									
03254 Moultonboro	286	24	8.4%	58	20.1%	79	27.6%	126	43.9%
03816 Center Tuftonboro	98	9	8.8%	17	17.6%	35	35.6%	37	38.0%
03853 Mirrow Lake	54	8	14.1%	8	14.4%	23	42.6%	16	28.9%
03894 Wolfeboro	630	25	4.0%	92	14.5%	303	48.0%	210	33.4%
Subtotal	1,068	66	6.1%	174	16.3%	439	41.1%	389	36.4%
Ossipee Area									
03814 Center Ossipee	140	21	14.9%	37	26.5%	44	31.2%	38	27.4%
03830 East Wakefield	105	15	14.6%	22	21.0%	33	31.1%	35	33.3%
03836 Freedom	133	16	12.0%	20	15.3%	51	38.5%	45	34.1%
03864 Ossipee	98	11	11.6%	24	24.1%	31	31.8%	32	32.4%
03872 Sanbornville	220	23	10.3%	45	20.4%	69	31.4%	84	38.0%
03882 Effingham	81	12	14.9%	21	25.4%	28	34.4%	20	25.2%
03890 West Ossipee	28	5	16.8%	7	25.5%	8	29.1%	8	28.6%
Subtotal	805	103	12.8%	176	21.8%	264	32.8%	263	32.6%
Tamworth Area									
03227 Center Sandwich	77	4	5.3%	12	15.5%	25	32.4%	36	46.8%
03259 North Sandwich	27	1	4.8%	4	13.1%	11	40.6%	11	41.5%
03817 Chocorua	33	5	14.8%	9	26.6%	9	27.6%	10	30.9%
03849 Madison	99	11	11.1%	19	19.4%	29	29.1%	40	40.4%
03875 Silver Lake	58	7	12.1%	10	16.7%	17	28.8%	25	42.4%
03883 South Tamworth	13	0	2.3%	3	22.1%	5	35.6%	5	40.0%
03886 Tamworth	117	16	13.9%	32	27.6%	34	28.9%	35	29.6%
03897 Wonalancet	8	1	15.0%	2	26.8%	3	38.3%	2	20.0%
Subtotal	432	46	10.7%	90	20.9%	132	30.6%	163	37.8%
Grand Total	3,212	302	9.4%	618	19.3%	1,140	35.5%	1,152	35.9%
State of New Hampshire	59,987	7,807	13.0%	10,807	18.0%	21,244	35.4%	20,129	33.6%
United States	14,074,587	2,518,317	17.9%	2,732,879	19.4%	4,755,233	33.8%	4,068,158	28.9%

Source: Environics Analytics
MDS Analysis

EXHIBIT 19

ANALYSIS OF AGE QUALIFIED DECISION INFLUENCER

HOUSEHOLDS BY ZIP CODE IN THE PRIMARY MARKET AREA

Before Income Screen

Zip Code / Community	Total 2019 Households	Age 55 to 64 Adult Children Households			Absolute 2019-2024	Average Annual % Change
		2019	2021	2024		
* 03894 Wolfeboro	3,004	680	679	677	(3)	-0.1%
* 03860 North Conway	1,949	434	436	439	5	0.2%
* 03254 Moultonborough	1,908	510	512	516	6	0.2%
* 03813 Center Conway	1,787	427	435	446	19	0.9%
* 03872 Sanbornville	1,670	413	420	430	17	0.8%
* 03818 Conway/Albany	1,513	345	353	366	21	1.2%
03814 Center Ossipee	1,077	269	270	271	2	0.1%
03886 Tamworth	838	218	220	223	5	0.5%
03849 Madison	787	217	221	228	11	1.0%
03864 Ossipee	778	171	171	170	(1)	-0.1%
03830 East Wakefield	762	180	181	183	3	0.3%
03836 Freedom	734	175	177	181	6	0.7%
03845 Intervale	728	174	175	177	3	0.3%
03882 Effingham	662	176	182	192	16	1.8%
03816 Center Tuftonboro	582	147	146	145	(2)	-0.3%
03812 Bartlett	522	135	133	130	(5)	-0.8%
03227 Center Sandwich	435	137	136	134	(3)	-0.4%
03875 Silver Lake	400	118	121	126	8	1.3%
03853 Mirrow Lake	286	73	72	70	(3)	-0.8%
03838 Glen	281	70	70	71	1	0.3%
03817 Chocorua	234	60	61	62	2	0.7%
03846 Jackson	223	57	57	57	0	0.0%
03890 West Ossipee	194	50	50	51	1	0.4%
03259 North Sandwich	152	48	47	46	(2)	-0.8%
03883 South Tamworth	82	22	22	23	1	0.9%
03897 Wonalancet	52	14	14	14	0	0.0%
Total	21,640	5,320	5,363	5,428	108	0.4%

* The highlighted zip codes contain approximately 53% of the adult children/ decision influencer households (age 55 to 64) in the PMA in 2021.

Source: Environics Analytics
MDS Analysis

EXHIBIT 19a

ANALYSIS OF AGE QUALIFIED DECISION INFLUENCER

HOUSEHOLDS BY ZIP CODE IN THE PRIMARY MARKET AREA

Before Income Screen

Zip Code / Community	Total 2019 Households	Age 55 to 64 Adult Children Households				
		2019	2021	2024	Absolute 2019-2024	Average Annual % Change
Conway Area						
03812 Bartlett	522	135	133	130	(5)	-0.8%
* 03813 Center Conway	1,787	427	435	446	19	0.9%
* 03818 Conway/Albany	1,513	345	353	366	21	1.2%
03838 Glen	281	70	70	71	1	0.3%
03845 Intervale	728	174	175	177	3	0.3%
03846 Jackson	223	57	57	57	0	0.0%
* 03860 North Conway	1,949	434	436	439	5	0.2%
Subtotal	7,003	1,642	1,659	1,686	44	0.5%
Moultenboro Area						
* 03254 Moultonborough	1,908	510	512	516	6	0.2%
03816 Center Tuftonboro	582	147	146	145	(2)	-0.3%
03853 Mirrow Lake	286	73	72	70	(3)	-0.8%
* 03894 Wolfeboro	3,004	680	679	677	(3)	-0.1%
Subtotal	5,780	1,410	1,409	1,408	(2)	0.0%
Ossipee Area						
03814 Center Ossipee	1,077	269	270	271	2	0.1%
03830 East Wakefield	762	180	181	183	3	0.3%
03836 Freedom	734	175	177	181	6	0.7%
03864 Ossipee	778	171	171	170	(1)	-0.1%
* 03872 Sanbornville	1,670	413	420	430	17	0.8%
03882 Effingham	662	176	182	192	16	1.8%
03890 West Ossipee	194	50	50	51	1	0.4%
Subtotal	5,877	1,434	1,451	1,478	44	0.6%
Tamworth Area						
03227 Center Sandwich	435	137	136	134	(3)	-0.4%
03259 North Sandwich	152	48	47	46	(2)	-0.8%
03817 Chocorua	234	60	61	62	2	0.7%
03849 Madison	787	217	221	228	11	1.0%
03875 Silver Lake	400	118	121	126	8	1.3%
03883 South Tamworth	82	22	22	23	1	0.9%
03886 Tamworth	838	218	220	223	5	0.5%
03897 Wonalancet	52	14	14	14	0	0.0%
Subtotal	2,980	834	843	856	22	0.5%
Grand Total	21,640	5,320	5,363	5,428	108	0.4%

* The highlighted zip codes contain approximately 53% of the adult children/ decision influencer households (age 55 to 64) in the PMA in 2021.

Source: Environics Analytics
MDS Analysis

EXHIBIT 20

MAJOR COMPETING MARKET RATE INDEPENDENT LIVING COMMUNITIES

IN THE PRIMARY MARKET AREA

Ref. No.	Name of Community	Date Opened	Current Occupancy %	# of Existing Units		# of Planned Units		# of Occupied Units		# of Vacant Units	
				Units	Units	Units	Units	Units	Units	Units	Units
1	Sugar Hill Retirement Community * Acquisition by Taylor Community to take effect March 1, 2020.	N/A	87.3%	71	0	0	62	9			
2	Taylor Community - Back Bay Campus * Maintains a wait list from 6 months to 4 years depending on unit style.	N/A	100.0%	24	0	0	24	0			
PRIMARY MARKET AREA TOTALS				95	0	0	86	9			

EXHIBIT 21

DETAILED CHARACTERISTICS OF MARKET RATE INDEPENDENT LIVING COMMUNITIES

**PRIMARY
MARKET AREA
COMMUNITIES**

Sugar Hill Retirement Community

Address & Phone: 83 Rolling Wood Drive
Wolfeboro NH 03894
603-569-8485

Reference No. 1

Opening Date N/A

Owner/Management: Sugar Hill Coop

Number of Units:
Independent Living 71
Assisted Living 25
Alzheimer's/Memory Care 0
Nursing Beds 0

Planned Units Health Center Building - 2022/2023

Occupancy Rates:
Independent Living 87.3%
Assisted Living 100.0%
Alzheimer's/Memory Care -
Nursing Beds -

	Apartments (42 units)		Cottages (29 units)	
Entrance Fee Structure:				
Studios/Efficiencies	-	-	-	-
One Bedroom	-	-	-	-
Two Bedroom	\$192,500 -	\$300,000 ¹	\$275,000 -	\$300,000 ¹
Three Bedroom	-	-	-	-
Second Person	-	-	-	-
Refundability Policy	92% refundable		92% refundable	
Community Fee/Security Deposit	None		None	
Monthly Service Fees:				
Studios/Efficiencies	-	-	-	-
One Bedroom	-	-	-	-
Two Bedroom	\$2,177 -	\$2,298 ²	\$1,931 -	\$2,003 ²
Three Bedroom	-	-	-	-
Second Person Fee		\$134		\$105
Unit Size in S. F.:				
Studios/Efficiencies	-	-	-	-
One Bedroom	-	-	-	-
Two Bedroom	2,134 -	2,255	1,120 -	1,505
Three Bedroom	-	-	-	-
Number of Meals/Day	0 ³		0 ³	
Housekeeping Included	No		No	
Flat Linens Included	No		No	

- = Not offered at community; N/A = Information not available during survey.

¹ All pricing reflects that for available units only.

² Monthly fee includes electric.

³ Meals may be purchased for \$353/monthly and an additional \$235/monthly for a second person.

Source: MDS Field Survey - January, 2020

Exhibit 21
Detailed Characteristics of Market Rate
Independent Living Communities

PRIMARY MARKET AREA COMMUNITIES	Taylor Community			
Address & Phone:	66 Taylor Drive Wolfeboro NH 03894 603-366-1400			
Reference No.	2			
Opening Date	N/A			
Owner/Management:	Taylor Community			
Number of Units:				
Independent Living	24			
Assisted Living	0			
Alzheimer's/Memory Care	0			
Nursing Beds	0			
Planned Units	0			
Occupancy Rates:				
Independent Living	100.0%			
Assisted Living	-			
Alzheimer's/Memory Care	-			
Nursing Beds	-			
	Option 1		Option 2	
	No Life Care Contract		Continuing Care Contract	
Entrance Fee Structure:				
Studios/Efficiencies	-		-	
One Bedroom	-		-	
Two Bedroom	\$119,500 -	\$129,500	\$239,500 -	\$249,500
Three Bedroom	-		-	
Second Person	None		\$35,000	
Refundability Policy	80% refundable - 10% per year for 8 years		80% refundable - 10% per year for 8 years	
Community Fee/Security Deposit	None		None	
Monthly Service Fees:				
Studios/Efficiencies	-		-	
One Bedroom	-		-	
Two Bedroom	\$1,395 -	\$1,495 ⁴	\$1,295 -	\$1,395 ⁴
Three Bedroom	-		-	
Second Person Fee	\$100		\$100	
Unit Size in S. F.:				
Studios/Efficiencies	-		-	
One Bedroom	-		-	
Two Bedroom	1,318		1,318	
Three Bedroom	-		-	
Number of Meals\Day	0		0	
Housekeeping Included	No		No	
Flat Linens Included	No		No	

- = Not available in community

⁴ Monthly fees do not include utilities.

Source: MDS Field Survey - January, 2020

EXHIBIT 22

MAJOR COMPETING ASSISTED LIVING COMMUNITIES

IN THE MARKET AREA

Ref. No.	Name of Community	Date Opened	Current Occupancy %	# of Licensed Beds/Units	# of Existing Beds/Units	# of Planned Beds/Units	# of Occupied Beds/Units	# of Vacant Beds/Units
1	Community for the Elderly - Tamworth	1993	86.7%	15	15	0	13	2
2	Mineral Springs	N/A	75.0%	16	16	0	12	4
3	Sugar Hill Retirement Community * Maintains a wait list.	N/A	100.0%	25	25	0	25	0
MARKET AREA TOTAL				56	56	0	50	6

EXHIBIT 23

DETAILED CHARACTERISTICS OF ASSISTED LIVING COMMUNITIES

PRIMARY MARKET AREA COMMUNITIES	Community for the Elderly Tamworth	Mineral Springs	Sugar Hill Retirement Community
Address & Phone:	22 May's Way West Ossipee NH 03890 603-323-8717	1251 White Mountain Highway North Conway NH 03860 603-356-7294	83 Rolling Wood Drive Wolfeboro NH 03894 603-569-8485
Reference No.	1	2	3
Opening Date	1993	N/A	N/A
Owner/Management:	Privately Owned	Genesis Health Care	Sugar Hill Coop
Number of Units/Beds:			
Assisted Living	15	16	25
Alzheimer's/Memory Care	0	0	0
Independent Living	0	0	0
Nursing Beds	0	0	0
Planned Units	0	0	0
Occupancy Rates:			
Assisted Living	86.7%	75.0%	100.0%
Alzheimer's/Memory Care	-	-	-
Independent Living	-	-	-
Nursing Beds	-	-	-
Community Fee/Security Deposit	None	None	\$1,000
Base Monthly Service Fees:			
Studios/Alcove	-	-	\$6,877
One Bedroom	-	-	\$8,378
Two Bedroom	-	-	-
Companion Suite	\$3,950	\$4,175	-
Second Person Fee	None	None	None
Unit Size in S. F.:			
Studios/Alcove	-	-	338
One Bedroom	-	-	492
Two Bedroom	-	-	-
Companion Suite	400	328	-
All Inclusive Pricing:	Yes	Yes	No
Levels of Care:			
Level I	-	-	\$838 - \$963
Level II	-	-	\$921 - \$1,098
Level III	-	-	-
Level IV	-	-	-
Level V	-	-	-
Level VI	-	-	-
Extra Charge For:			
Medication Management	-	-	-
Incontinence Care	-	-	-

- = Not offered at community; N/A = Information not available during survey.

Source: MDS Field Survey - January, 2020

APPENDIX A

SUMMARY SENIOR DEMOGRAPHICS FOR THE PRIMARY MARKET AREA

MDS RESEARCH COMPANY, INC.

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EXHIBIT A-1

AGE 65+ AND AGE 75+ HOUSEHOLD GROWTH IN THE PRIMARY MARKET AREA

Carroll County, NH

	<u>Year</u>	<u>Number of Households</u>	
		<u>65-74</u>	<u>75 +</u>
	2000	2,696	2,210
	2019	5,086	3,212
	2021	5,369	3,287
	2024	5,822	3,404
Change in Households	2019 - 2024		
- Absolute		736	192
- Percentage		14.47%	5.98%
Average Annual % Change	2019 - 2024	2.74%	1.17%

See Figure 1 of this report for details on specific market area definitions.

Figures pulled from detailed demographic runs acquired from Claritas and included in Appendix C.

Sources: Environics Analytics
Moore Diversified Services, Inc.

EXHIBIT A-2

CALCULATION FOR INCOME QUALIFYING CRITERIA IN THE PRIMARY MARKET AREA

Carroll County, NH

Income Qualification Level: \$60,000

	Year	Number of Households	
		65-74	75 +
	2000 ¹	657	350
	2019 ¹	2,817	1,152
	2021	3,092	1,239
	2024 ¹	3,556	1,381
Change in Income Qualified Households 2019 - 2024			
- Absolute		738	229
- Percentage		26.20%	19.86%
Average Annual % Change		4.76%	3.69%
Qualified Households -	2019	2,817	1,152
Total Households -	2019 ²	5,086	3,212
% Income Qualified @ \$60,000 + in 2019		55.4%	35.9%
Qualified Households -	2021	3,092	1,239
Total Households -	2021 ²	5,369	3,287
% Income Qualified @ \$60,000 + in 2021		57.6%	37.7%
Qualified Households -	2024	3,556	1,381
Total Households -	2024 ²	5,822	3,404
% Income Qualified @ \$60,000 + in 2024		61.1%	40.6%

Sources: Environics Analytics
MDS Analysis

¹ Figures pulled from detailed demographic runs acquired from Environics Analytics and included in Appendix C.

² The denominator in this calculation (total 2019 households) is provided on Exhibit A-1.

EXHIBIT A-3

CALCULATION FOR INCOME QUALIFYING CRITERIA IN THE PRIMARY MARKET AREA

Carroll County, NH

Income Qualification Level:	\$65,000
------------------------------------	-----------------

	Year	Number of Households	
		65-74	75 +
	2000 ¹	578	297
	2019 ¹	2,615	1,023
	2021	2,883	1,107
	2024 ¹	3,338	1,245
Change in Income Qualified Households	2019 - 2024		
- Absolute		724	222
- Percentage		27.68%	21.72%
Average Annual % Change		5.01%	4.01%
Qualified Households -	2019	2,615	1,023
Total Households -	2019 ²	5,086	3,212
% Income Qualified @ \$65,000 + in 2019		51.4%	31.8%
Qualified Households -	2021	2,883	1,107
Total Households -	2021 ²	5,369	3,266
% Income Qualified @ \$65,000 + in 2021		53.7%	33.7%
Qualified Households -	2024	3,338	1,245
Total Households -	2024 ²	5,822	3,404
% Income Qualified @ \$65,000 + in 2024		57.3%	36.6%

Sources: Environics Analytics
 MDS Analysis

¹ Figures pulled from detailed demographic runs acquired from Environics Analytics and included in Appendix C.

² The denominator in this calculation (total 2019 households) is provided on Exhibit A-1.

EXHIBIT A-4

**CALCULATION FOR INCOME QUALIFYING CRITERIA IN THE PRIMARY MARKET AREA
Carroll County, NH**

Income Qualification Level: \$70,000

	Year	Number of Households	
		65-74	75 +
	2000 ¹	500	243
	2019 ¹	2,412	894
	2021	2,674	975
	2024 ¹	3,121	1,110
Change in Income Qualified Households 2019 - 2024			
- Absolute		709	216
- Percentage		29.41%	24.12%
Average Annual % Change		5.29%	4.42%
Qualified Households -	2019	<u>2,412</u>	<u>894</u>
Total Households -	2019 ²	<u>5,086</u>	<u>3,212</u>
% Income Qualified @ \$70,000 + in 2019		47.4%	27.8%
Qualified Households -	2021	<u>2,674</u>	<u>975</u>
Total Households -	2021 ²	<u>5,369</u>	<u>3,287</u>
% Income Qualified @ \$70,000 + in 2021		49.8%	29.6%
Qualified Households -	2024	<u>3,121</u>	<u>1,110</u>
Total Households -	2024 ²	<u>5,822</u>	<u>3,404</u>
% Income Qualified @ \$70,000 + in 2024		53.6%	32.6%

Sources: Environics Analytics
MDS Analysis

¹ Figures pulled from detailed demographic runs acquired from Environics Analytics and included in Appendix C.
² The denominator in this calculation (total 2019 households) is provided on Exhibit A-1.

EXHIBIT A-5

CALCULATION FOR INCOME QUALIFYING CRITERIA IN THE PRIMARY MARKET AREA

Carroll County, NH

Income Qualification Level:	\$75,000
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		<u>Year</u>	<u>Number of Households</u>	
			<u>65-74</u>	<u>75 +</u>
		2000 ¹	421	190
		2019 ¹	2,209	765
		2021	2,464	843
		2024 ¹	2,904	974
Change in Income				
Qualified Households	2019 - 2024			
- Absolute			695	209
- Percentage			31.46%	27.32%
Average Annual % Change			5.62%	4.95%
Qualified Households -	2019		2,209	765
Total Households -	2019 ²		5,086	3,212
% Income Qualified @ \$75,000 + in 2019			43.4%	23.8%
Qualified Households -	2021		2,464	843
Total Households -	2021 ²		5,369	3,281
% Income Qualified @ \$75,000 + in 2021			45.9%	25.6%
Qualified Households -	2024		2,904	974
Total Households -	2024 ²		5,822	3,404
% Income Qualified @ \$75,000 + in 2024			49.9%	28.6%

Sources: Environics Analytics
 MDS Analysis

¹ Figures pulled from detailed demographic runs acquired from Environics Analytics and included in Appendix C.

² The denominator in this calculation (total 2019 households) is provided on Exhibit A-1.

EXHIBIT A-6

CALCULATION FOR INCOME QUALIFYING CRITERIA IN THE PRIMARY MARKET AREA

Carroll County, NH

Income Qualification Level:	\$85,000
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	Year	Number of Households	
		65-74	75 +
	2000 ¹	357	155
	2019 ¹	1,989	660
	2021	2,189	732
	2024 ¹	2,527	854
Change in Income Qualified Households	2019 - 2024		
- Absolute		538	195
- Percentage		27.03%	29.49%
Average Annual % Change		4.90%	5.31%
Qualified Households -	2019	1,989	660
Total Households -	2019 ²	5,086	3,212
% Income Qualified @ \$85,000 + in 2000		39.1%	20.5%
Qualified Households -	2021	2,189	732
Total Households -	2021 ²	5,369	3,287
% Income Qualified @ \$85,000 + in 2021		40.8%	22.3%
Qualified Households -	2024	2,527	854
Total Households -	2024 ²	5,822	3,404
% Income Qualified @ \$85,000 + in 2024		43.4%	25.1%

Sources: Environics Analytics
 MDS Analysis

¹ Figures pulled from detailed demographic runs acquired from Environics Analytics and included in Appendix C.

² The denominator in this calculation (total 2019 households) is provided on Exhibit A-1.

EXHIBIT A-7

CALCULATION FOR INCOME QUALIFYING CRITERIA IN THE PRIMARY MARKET AREA

Carroll County, NH

Income Qualification Level:	\$95,000
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	Year	Number of Households	
		65-74	75 +
2000 ¹		293	120
2019 ¹		1,769	555
2021		1,999	621
2024 ¹		2,401	735
Change in Income Qualified Households	2019 - 2024		
- Absolute		632	180
- Percentage		35.72%	32.49%
Average Annual % Change		6.30%	5.79%
Qualified Households -	2019	1,769	555
Total Households -	2019 ²	5,086	3,212
% Income Qualified @ \$95,000 + in 2019		34.8%	17.3%
Qualified Households -	2021	1,999	621
Total Households -	2021 ²	5,369	3,286
% Income Qualified @ \$95,000 + in 2021		37.2%	18.9%
Qualified Households -	2024	2,401	735
Total Households -	2024 ²	5,822	3,404
% Income Qualified @ \$95,000 + in 2024		41.2%	21.6%

Sources: Environics Analytics
 MDS Analysis

¹ Figures pulled from detailed demographic runs acquired from Environics Analytics and included in Appendix C.

² The denominator in this calculation (total 2019 households) is provided on Exhibit A-1.

EXHIBIT A-8

CALCULATION FOR INCOME QUALIFYING CRITERIA IN THE PRIMARY MARKET AREA

Carroll County, NH

Income Qualification Level: < \$26,700

	Year	Number of Households	
		65-74	75 +
	2000 ¹	1,052	1,257
	2019 ¹	802	920
	2021	794	911
	2024 ¹	782	897
Change in Income Qualified Households 2019 - 2024			
- Absolute		(20)	(23)
- Percentage		-2.49%	-2.50%
Average Annual % Change		-0.50%	-0.51%
Qualified Households -	2019	802	920
Total Households -	2019 ²	5,086	3,212
% Income Qualified @ < \$26,700 + in 2019		15.8%	28.6%
Qualified Households -	2021	794	911
Total Households -	2021 ²	5,369	3,287
% Income Qualified @ < \$26,700 + in 2021		14.8%	27.7%
Qualified Households -	2024	782	897
Total Households -	2024 ²	5,822	3,404
% Income Qualified @ < \$26,700 + in 2024		13.4%	26.4%

Sources: Environics Analytics
MDS Analysis

¹ Figures pulled from detailed demographic runs acquired from Environics Analytics and included in Appendix C.

² The denominator in this calculation (total 2019 households) is provided on Exhibit A-1.

APPENDIX B

SUMMARY OF COMPETITIVE INDEPENDENT LIVING, ASSISTED LIVING AND ALZHEIMER'S/MEMORY CARE UNITS FACTORED INTO THE CAPTURE RATE/DEMAND MODELS

MDS RESEARCH COMPANY, INC.

**P O Box 100578 • Fort Worth, TX 76185 • 817-731-4266 • 817-738-2031 Fax
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EXHIBIT B-1

**SUMMARY OF COMPETITIVE INDEPENDENT LIVING UNITS
FACTORED INTO THE CAPTURE RATE / DEMAND MODELS**

**Carroll County, NH
Primary Market Area**

<u>Project Name</u>	<u>Total Units</u>	<u>Percent Weight ¹</u>	<u>Occupied</u>	<u>Vacant</u>	<u>Planned/ Announced</u>
Units With Pricing That Is Lower Than Subject Community ²					
None	0	75 %	0	0	0
Total Units Requiring Qualifying Incomes Lower Than the Minimum Threshold Assumed Herein ²					
	0		0	0	0
Units With Pricing That Is Comparable To Or Higher Than The Subject Community ³					
			Number of Units Factored Into the Capture Rate/Demand Model		
Sugar Hill	71	75 %	47	9	0
Taylor Campus - Back Bay	24	75	18	0	0
Total Units Backed Out (Subtracted) After the Income Screen ³					
	95		65	9	0

9 Vacant/Planned Units @
 93% Occupancy = 8 Units X
 75% absorption from the PMA =
 6 Units

¹ Percent of units estimated to be filled with households residing in the Primary Market Area.

² It is assumed that these households have already been excluded from the pool of prospects through the income screening.

³ The minimum cash flow income required to pay the monthly service fees is \$60,000 or more.

EXHIBIT B-2

**SUMMARY OF COMPETITIVE ASSISTED LIVING UNITS
FACTORED INTO THE CAPTURE RATE / DEMAND MODELS**

**Carroll County, NH
Primary Market Area**

<u>Project Name</u>	<u>Total Units</u>	<u>Percent Weight ¹</u>	<u>Occupied</u>	<u>Vacant</u>	<u>Planned/ Announced</u>
Units With Pricing That Is Lower Than Subject Community ²					
None	0	75 %	0	0	0
Total Units Requiring Qualifying Incomes Lower Than the Minimum Threshold Assumed Herein ²					
	0		0	0	0
Units With Pricing That Is Comparable To Or Higher Than The Subject Community ³					
			<u>Number of Units Factored Into the Capture Rate/Demand Model</u>		
Community for the Elderly	15	75 %	10	2	0
Mineral Springs	16	75	9	4	0
Sugar Hill	25	75	19	0	0
Total Units Backed Out (Subtracted) After the Income Screen ³					
	56		38	6	0

6 Vacant/Planned Units @
93% Occupancy = 6 Units X
75% absorption from the PMA =
4 Units

¹ Percent of units estimated to be filled with households residing in the Primary Market Area.

² It is assumed that these households have already been excluded from the pool of prospects through the income screening.

³ The minimum cash flow income required to pay the monthly service fees is \$65,000 or more.

EXHIBIT B-3

SUMMARY OF COMPETITIVE ALZHEIMER'S UNITS

FACTORED INTO THE CAPTURE RATE / DEMAND MODELS

**Carroll County, NH
Primary Market Area**

<u>Project Name</u>	<u>Total Units</u>	<u>Percent Weight ¹</u>	<u>Occupied</u>	<u>Vacant</u>	<u>Planned/ Announced</u>
Units With Pricing That Is Lower Than Subject Community ²					
None	0	75 %	0	0	0
Total Units Requiring Qualifying Incomes Lower Than the Minimum Threshold Assumed Herein ²					
	0		0	0	0
Units With Pricing That Is Comparable To Or Higher Than The Subject Community ³					
None	0	75 %	0	0	0
Total Units Backed Out (Subtracted) After the Income Screen ³					
	0		0	0	0

Number of Units Factored Into the
Capture Rate/Demand Model

0 Vacant/Planned Units @
93% Occupancy = 0 Units X
75% absorption from the PMA =
0 Units

¹ Percent of units estimated to be filled with households residing in the Primary Market Area.

² It is assumed that these households have already been excluded from the pool of prospects through the income screening

³ The minimum cash flow income required to pay the monthly service fees is \$85,000 or more.

APPENDIX C

DETAILED DEMOGRAPHIC REPORTS

ACQUIRED FROM CLARITAS

MDS RESEARCH COMPANY, INC.

P O Box 100578 • Fort Worth, TX 76185 • 817-731-4266 • 817-738-2031 Fax
www.m-d-s.com • mdsresearch@m-d-s.com

MDS Research Company, Inc.

Pop-Facts: Household Income by Age of Householder	Carroll County, NH - PMA										Total
	Age 15-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65-74	Age 75-84	Age 85+			
2000 Census Age/Income Household Totals	437	2,138	3,838	3,899	3,013	2,696	1,762	448		18,231	
% Of Total Households	2.40%	11.75%	21.09%	21.42%	16.55%	14.81%	9.68%	2.46%		100.00%	
Income Less than \$15,000	68	201	375	271	385	445	506	175		2,426	
% Across Age Ranges	2.80%	8.29%	15.46%	11.17%	15.87%	18.34%	20.86%	7.21%		100.00%	
% Within Age Ranges	15.56%	9.40%	9.77%	6.95%	12.78%	16.51%	28.72%	39.06%		13.31%	
Income \$15,000 to \$24,999	147	309	403	421	451	528	417	113		2,789	
% Across Age Ranges	5.27%	11.08%	14.45%	15.10%	16.17%	18.93%	14.95%	4.05%		100.00%	
% Within Age Ranges	33.64%	14.45%	10.50%	10.80%	14.97%	19.58%	23.67%	25.22%		15.30%	
Income \$25,000 to \$34,999	51	424	564	490	337	468	223	48		2,605	
% Across Age Ranges	1.96%	16.28%	21.65%	18.81%	12.94%	17.97%	8.56%	1.84%		100.00%	
% Within Age Ranges	11.67%	19.83%	14.70%	12.57%	11.18%	17.36%	12.66%	10.71%		14.29%	
Income \$35,000 to \$49,999	142	513	839	752	551	441	225	46		3,509	
% Across Age Ranges	4.05%	14.62%	23.91%	21.43%	15.70%	12.57%	6.41%	1.31%		100.00%	
% Within Age Ranges	32.49%	23.99%	21.86%	19.29%	18.29%	16.36%	12.77%	10.27%		19.25%	
Income \$50,000 to \$74,999	18	502	1,002	985	562	393	226	41		3,729	
% Across Age Ranges	0.48%	13.46%	26.87%	26.41%	15.07%	10.54%	6.06%	1.10%		100.00%	
% Within Age Ranges	4.12%	23.48%	26.11%	25.26%	18.65%	14.58%	12.83%	9.15%		20.45%	
Income \$75,000 to \$99,999	8	117	319	471	285	160	79	9		1,448	
% Across Age Ranges	0.55%	8.08%	22.03%	32.53%	19.68%	11.05%	5.46%	0.62%		100.00%	
% Within Age Ranges	1.83%	5.47%	8.31%	12.08%	9.46%	5.93%	4.48%	2.01%		7.94%	
Income \$100,000 to \$124,999	3	31	151	203	148	105	51	8		700	
% Across Age Ranges	0.43%	4.43%	21.57%	29.00%	21.14%	15.00%	7.29%	1.14%		100.00%	
% Within Age Ranges	0.69%	1.45%	3.93%	5.21%	4.91%	3.89%	2.89%	1.79%		3.84%	
Income \$125,000 to \$149,999	0	21	65	108	83	68	14	5		364	
% Across Age Ranges	0.00%	5.77%	17.86%	29.67%	22.80%	18.68%	3.85%	1.37%		100.00%	
% Within Age Ranges	0.00%	0.98%	1.69%	2.77%	2.75%	2.52%	0.79%	1.12%		2.00%	
Income \$150,000 to \$199,999	0	11	58	94	90	58	19	2		332	
% Across Age Ranges	0.00%	3.31%	17.47%	28.31%	27.11%	17.47%	5.72%	0.60%		100.00%	
% Within Age Ranges	0.00%	0.51%	1.51%	2.41%	2.99%	2.15%	1.08%	0.45%		1.82%	
Income \$200,000 or more	0	9	62	104	121	30	2	1		329	
% Across Age Ranges	0.00%	2.74%	18.84%	31.61%	36.78%	9.12%	0.61%	0.30%		100.00%	
% Within Age Ranges	0.00%	0.42%	1.62%	2.67%	4.02%	1.11%	0.11%	0.22%		1.80%	
Median Household Income*	\$ 25,686	\$ 38,947	\$ 45,316	\$ 50,393	\$ 44,079	\$ 33,013	\$ 23,993	\$ 19,336		\$ 40,538	

MDS Research Company, Inc.

Carroll County, NH - PMA

Pop-Facts: Household
 Income by Age of
 Householder

	Age 15-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65-74	Age 75-84	Age 85+	Total
2019 Estimate Age/Income Household Totals	410	1,829	2,316	3,467	5,320	5,086	2,293	919	21,640
% Of Total Households	1.89%	8.45%	10.70%	16.02%	24.58%	23.50%	10.60%	4.25%	100.00%
Income Less than \$15,000	96	184	218	224	485	256	157	84	1,704
% Across Age Ranges	5.63%	10.80%	12.79%	13.15%	28.46%	15.02%	9.21%	4.93%	100.00%
% Within Age Ranges	23.41%	10.06%	9.41%	6.46%	9.12%	5.03%	6.85%	9.14%	7.87%
Income \$15,000 to \$24,999	5	90	86	183	440	479	388	222	1,893
% Across Age Ranges	0.26%	4.75%	4.54%	9.67%	23.24%	25.30%	20.50%	11.73%	100.00%
% Within Age Ranges	1.22%	4.92%	3.71%	5.28%	8.27%	9.42%	16.92%	24.16%	8.75%
Income \$25,000 to \$34,999	46	140	155	250	465	393	274	134	1,857
% Across Age Ranges	2.48%	7.54%	8.35%	13.46%	25.04%	21.16%	14.75%	7.22%	100.00%
% Within Age Ranges	11.22%	7.65%	6.69%	7.21%	8.74%	7.73%	11.95%	14.58%	8.58%
Income \$35,000 to \$49,999	80	266	279	343	513	735	408	135	2,759
% Across Age Ranges	2.90%	9.64%	10.11%	12.43%	18.59%	26.64%	14.79%	4.89%	100.00%
% Within Age Ranges	19.51%	14.54%	12.05%	9.89%	9.64%	14.45%	17.79%	14.69%	12.75%
Income \$50,000 to \$74,999	113	387	448	641	1,029	1,014	481	164	4,277
% Across Age Ranges	2.64%	9.05%	10.47%	14.99%	24.06%	23.71%	11.25%	3.83%	100.00%
% Within Age Ranges	27.56%	21.16%	19.34%	18.49%	19.34%	19.94%	20.98%	17.85%	19.76%
Income \$75,000 to \$99,999	11	380	483	535	774	550	204	59	2,996
% Across Age Ranges	0.37%	12.68%	16.12%	17.86%	25.83%	18.36%	6.81%	1.97%	100.00%
% Within Age Ranges	2.68%	20.78%	20.85%	15.43%	14.55%	10.81%	8.90%	6.42%	13.84%
Income \$100,000 to \$124,999	52	194	283	410	522	497	120	48	2,126
% Across Age Ranges	2.45%	9.13%	13.31%	19.29%	24.55%	23.38%	5.64%	2.26%	100.00%
% Within Age Ranges	12.68%	10.61%	12.22%	11.83%	9.81%	9.77%	5.23%	5.22%	9.82%
Income \$125,000 to \$149,999	2	102	169	364	453	333	75	24	1,522
% Across Age Ranges	0.13%	6.70%	11.10%	23.92%	29.76%	21.88%	4.93%	1.58%	100.00%
% Within Age Ranges	0.49%	5.58%	7.30%	10.50%	8.52%	6.55%	3.27%	2.61%	7.03%
Income \$150,000 to \$199,999	4	63	125	208	245	371	102	15	1,133
% Across Age Ranges	0.35%	5.56%	11.03%	18.36%	21.62%	32.74%	9.00%	1.32%	100.00%
% Within Age Ranges	0.98%	3.44%	5.40%	6.00%	4.61%	7.29%	4.45%	1.63%	5.24%
Income \$200,000 or more	1	23	70	309	394	458	84	34	1,373
% Across Age Ranges	0.07%	1.68%	5.10%	22.51%	28.70%	33.36%	6.12%	2.48%	100.00%
% Within Age Ranges	0.24%	1.26%	3.02%	8.91%	7.41%	9.01%	3.66%	3.70%	6.34%
Median Household Income*	\$ 45,875	\$ 65,149	\$ 73,438	\$ 79,322	\$ 68,392	\$ 66,765	\$ 47,040	\$ 37,167	\$ 65,238

MDS Research Company, Inc.

Pop-Facts: Household Income by Age of Householder

Carroll County, NH - PMA

	Age 15-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age 65-74	Age 75-84	Age 85+	Total
2024 Projection Age/Income Household Totals	418	1,913	2,307	2,790	5,428	5,822	2,399	1,005	22,082
% Of Total Households	1.89%	8.66%	10.45%	12.63%	24.58%	26.37%	10.86%	4.55%	100.00%
Income Less than \$15,000	95	167	181	146	416	240	137	91	1,473
% Across Age Ranges	6.45%	11.34%	12.29%	9.91%	28.24%	16.29%	9.30%	6.18%	100.00%
% Within Age Ranges	22.73%	8.73%	7.85%	5.23%	7.66%	4.12%	5.71%	9.05%	6.67%
Income \$15,000 to \$24,999	5	84	78	117	396	473	375	223	1,751
% Across Age Ranges	0.29%	4.80%	4.45%	6.68%	22.62%	27.01%	21.42%	12.74%	100.00%
% Within Age Ranges	1.20%	4.39%	3.38%	4.19%	7.30%	8.12%	15.63%	22.19%	7.93%
Income \$25,000 to \$34,999	44	141	132	182	441	409	276	142	1,767
% Across Age Ranges	2.49%	7.98%	7.47%	10.30%	24.96%	23.15%	15.62%	8.04%	100.00%
% Within Age Ranges	10.53%	7.37%	5.72%	6.52%	8.12%	7.03%	11.50%	14.13%	8.00%
Income \$35,000 to \$49,999	82	241	250	230	442	710	376	132	2,463
% Across Age Ranges	3.33%	9.78%	10.15%	9.34%	17.95%	28.83%	15.27%	5.36%	100.00%
% Within Age Ranges	19.62%	12.60%	10.84%	8.24%	8.14%	12.20%	15.67%	13.13%	11.15%
Income \$50,000 to \$74,999	111	391	427	473	986	1,086	501	177	4,152
% Across Age Ranges	2.67%	9.42%	10.28%	11.39%	23.75%	26.16%	12.07%	4.26%	100.00%
% Within Age Ranges	26.56%	20.44%	18.51%	16.95%	18.17%	18.65%	20.88%	17.61%	18.80%
Income \$75,000 to \$99,999	9	414	490	432	791	629	224	75	3,064
% Across Age Ranges	0.29%	13.51%	15.99%	14.10%	25.82%	20.53%	7.31%	2.45%	100.00%
% Within Age Ranges	2.15%	21.64%	21.24%	15.48%	14.57%	10.80%	9.34%	7.46%	13.88%
Income \$100,000 to \$124,999	62	227	295	341	570	598	143	64	2,300
% Across Age Ranges	2.70%	9.87%	12.83%	14.83%	24.78%	26.00%	6.22%	2.78%	100.00%
% Within Age Ranges	14.83%	11.87%	12.79%	12.22%	10.50%	10.27%	5.96%	6.37%	10.42%
Income \$125,000 to \$149,999	5	124	192	324	519	413	90	30	1,697
% Across Age Ranges	0.29%	7.31%	11.31%	19.09%	30.58%	24.34%	5.30%	1.77%	100.00%
% Within Age Ranges	1.20%	6.48%	8.32%	11.61%	9.56%	7.09%	3.75%	2.99%	7.68%
Income \$150,000 to \$199,999	3	90	166	224	339	583	160	21	1,586
% Across Age Ranges	0.19%	5.67%	10.47%	14.12%	21.37%	36.76%	10.09%	1.32%	100.00%
% Within Age Ranges	0.72%	4.70%	7.20%	8.03%	6.25%	10.01%	6.67%	2.09%	7.18%
Income \$200,000 or more	2	34	96	321	528	681	117	50	1,829
% Across Age Ranges	0.11%	1.86%	5.25%	17.55%	28.87%	37.23%	6.40%	2.73%	100.00%
% Within Age Ranges	0.48%	1.78%	4.16%	11.51%	9.73%	11.70%	4.88%	4.98%	8.28%
Median Household Income*	\$ 46,890	\$ 70,684	\$ 79,362	\$ 89,294	\$ 76,043	\$ 74,839	\$ 51,771	\$ 40,284	\$ 71,598

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MDS Research Company, Inc.

Senior Life	Carroll County, NH - PMA					
	2000/2010 Census	%	2019 Estimate	%	2024 Projection	%
Population*	47,401		48,001		48,594	
Percent Growth (2000 to 2024)***	9.55%		1.27%		1.24%	
Population by Age*						
Total Population	47,401		48,001		48,594	
Age 45 to 54	8,264	17.43%	6,140	12.79%	4,953	10.19%
Age 55 to 64	8,254	17.41%	9,255	19.28%	9,468	19.48%
Age 65 to 74	5,463	11.53%	8,258	17.20%	9,489	19.53%
Age 75 to 84	3,138	6.62%	3,434	7.15%	3,605	7.42%
Age 85 and over	1,185	2.50%	1,498	3.12%	1,606	3.30%
Age 65 and over	9,786	20.65%	13,190	27.48%	14,700	30.25%
Age 80 and over	2,518	5.31%	2,854	5.95%	2,953	6.08%
Total Population, Male	23,471		23,882		24,184	
Age 45 to 54	4,025	17.15%	2,982	12.49%	2,410	9.97%
Age 55 to 64	4,063	17.31%	4,482	18.77%	4,579	18.93%
Age 65 to 74	2,759	11.75%	4,162	17.43%	4,739	19.60%
Age 75 to 84	1,481	6.31%	1,673	7.01%	1,762	7.29%
Age 85 and over	471	2.01%	603	2.52%	643	2.66%
Age 65 and over	4,711	20.07%	6,438	26.96%	7,144	29.54%
Age 80 and over	1,053	4.49%	1,227	5.14%	1,271	5.26%
Total Population, Female	23,930		24,119		24,410	
Age 45 to 54	4,239	17.71%	3,158	13.09%	2,543	10.42%
Age 55 to 64	4,191	17.51%	4,773	19.79%	4,889	20.03%
Age 65 to 74	2,704	11.30%	4,096	16.98%	4,750	19.46%
Age 75 to 84	1,657	6.92%	1,761	7.30%	1,843	7.55%
Age 85 and over	714	2.98%	895	3.71%	963	3.95%
Age 65 and over	5,075	21.21%	6,752	27.99%	7,556	30.95%
Age 80 and over	1,465	6.12%	1,627	6.75%	1,682	6.89%

MDS Research Company, Inc.

Senior Life	Carroll County, NH - PMA					
	2000/2010 Census	%	2019 Estimate	%	2024 Projection	%
Population by Single-Classification Race*						
White Alone	46,217		46,459		46,836	
Age 65 and over	9,689	20.96%	13,007	28.00%	14,488	30.93%
Black or African American Alone	140		254		326	
Age 65 and over	10	7.14%	21	8.27%	32	9.82%
American Indian and Alaska Native Alone	130		153		172	
Age 65 and over	21	16.15%	32	20.92%	28	16.28%
Asian Alone	301		316		323	
Age 65 and over	28	9.30%	38	12.03%	51	15.79%
Native Hawaiian and Other Pacific Islander Alone	8		12		15	
Age 65 and over	1	12.50%	1	8.33%	2	13.33%
Some Other Race Alone	74		113		129	
Age 65 and over	6	8.11%	12	10.62%	15	11.63%
Two or More Races	531		694		793	
Age 65 and over	31	5.84%	62	8.93%	86	10.84%
Population by Hispanic or Latino*						
Hispanic or Latino	472		809		1,010	
Age 65 and over	42	8.90%	112	13.84%	158	15.64%
Not Hispanic or Latino	46,929		47,192		47,584	

MDS Research Company, Inc.

Senior Life	Carroll County, NH - PMA					
	2000/2010 Census	%	2019 Estimate	%	2024 Projection	%
Households by HH Income by Age of Householder**						
Householder Age 45 to 54	3,899		3,467		2,790	
Income Less than \$15,000	271	6.95%	224	6.46%	146	5.23%
Income \$15,000 to \$24,999	421	10.80%	183	5.28%	117	4.19%
Income \$25,000 to \$34,999	490	12.57%	250	7.21%	182	6.52%
Income \$35,000 to \$49,999	752	19.29%	343	9.89%	230	8.24%
Income \$50,000 to \$74,999	985	25.26%	641	18.49%	473	16.95%
Income \$75,000 to \$99,999	471	12.08%	535	15.43%	432	15.48%
Income \$100,000 to \$124,999	203	5.21%	410	11.83%	341	12.22%
Income \$125,000 to \$149,999	108	2.77%	364	10.50%	324	11.61%
Income \$150,000 to \$199,999	94	2.41%	208	6.00%	224	8.03%
Income \$200,000 or more	104	2.67%	309	8.91%	321	11.51%
Median Household Income	\$ 50,393		\$ 79,322		\$ 89,294	
Households by HH Income by Age of Householder**						
Householder Age 55 to 64	3,013		5,320		5,428	
Income Less than \$15,000	385	12.78%	485	9.12%	416	7.66%
Income \$15,000 to \$24,999	451	14.97%	440	8.27%	396	7.30%
Income \$25,000 to \$34,999	337	11.18%	465	8.74%	441	8.12%
Income \$35,000 to \$49,999	551	18.29%	513	9.64%	442	8.14%
Income \$50,000 to \$74,999	562	18.65%	1,029	19.34%	986	18.17%
Income \$75,000 to \$99,999	285	9.46%	774	14.55%	791	14.57%
Income \$100,000 to \$124,999	148	4.91%	522	9.81%	570	10.50%
Income \$125,000 to \$149,999	83	2.75%	453	8.52%	519	9.56%
Income \$150,000 to \$199,999	90	2.99%	245	4.61%	339	6.25%
Income \$200,000 or more	121	4.02%	394	7.41%	528	9.73%
Median Household Income	\$ 44,079		\$ 68,392		\$ 76,043	
Households by HH Income by Age of Householder**						
Householder Age 65 to 74	2,696		5,086		5,822	
Income Less than \$15,000	445	16.51%	256	5.03%	240	4.12%
Income \$15,000 to \$24,999	528	19.58%	479	9.42%	473	8.12%
Income \$25,000 to \$34,999	468	17.36%	393	7.73%	409	7.03%
Income \$35,000 to \$49,999	441	16.36%	735	14.45%	710	12.20%
Income \$50,000 to \$74,999	393	14.58%	1,014	19.94%	1,086	18.65%
Income \$75,000 to \$99,999	160	5.93%	550	10.81%	629	10.80%
Income \$100,000 to \$124,999	105	3.89%	497	9.77%	598	10.27%
Income \$125,000 to \$149,999	68	2.52%	333	6.55%	413	7.09%
Income \$150,000 to \$199,999	58	2.15%	371	7.29%	583	10.01%
Income \$200,000 or more	30	1.11%	458	9.01%	681	11.70%
Median Household Income	\$ 33,013		\$ 66,765		\$ 74,839	
Households by HH Income by Age of Householder**						
Householder Age 75 to 84	1,762		2,293		2,399	
Income Less than \$15,000	506	28.72%	157	6.85%	137	5.71%
Income \$15,000 to \$24,999	417	23.67%	388	16.92%	375	15.63%
Income \$25,000 to \$34,999	223	12.66%	274	11.95%	276	11.50%
Income \$35,000 to \$49,999	225	12.77%	408	17.79%	376	15.67%
Income \$50,000 to \$74,999	226	12.83%	481	20.98%	501	20.88%
Income \$75,000 to \$99,999	79	4.48%	204	8.90%	224	9.34%
Income \$100,000 to \$124,999	51	2.89%	120	5.23%	143	5.96%
Income \$125,000 to \$149,999	14	0.79%	75	3.27%	90	3.75%
Income \$150,000 to \$199,999	19	1.08%	102	4.45%	160	6.67%
Income \$200,000 or more	2	0.11%	84	3.66%	117	4.88%

MDS Research Company, Inc.

Senior Life	Carroll County, NH - PMA					
	2000/2010 Census	%	2019 Estimate	%	2024 Projection	%
Median Household Income	\$ 23,993		\$ 47,040		\$ 51,771	
Households by HH Income by Age of Householder**						
Householder Age 85 and over	448		919		1,005	
Income Less than \$15,000	175	39.06%	84	9.14%	91	9.05%
Income \$15,000 to \$24,999	113	25.22%	222	24.16%	223	22.19%
Income \$25,000 to \$34,999	48	10.71%	134	14.58%	142	14.13%
Income \$35,000 to \$49,999	46	10.27%	135	14.69%	132	13.13%
Income \$50,000 to \$74,999	41	9.15%	164	17.85%	177	17.61%
Income \$75,000 to \$99,999	9	2.01%	59	6.42%	75	7.46%
Income \$100,000 to \$124,999	8	1.79%	48	5.22%	64	6.37%
Income \$125,000 to \$149,999	5	1.12%	24	2.61%	30	2.99%
Income \$150,000 to \$199,999	2	0.45%	15	1.63%	21	2.09%
Income \$200,000 or more	1	0.22%	34	3.70%	50	4.98%
Median Household Income	\$ 19,336		\$ 37,167		\$ 40,284	
Households by HH Income**						
Total Household	18,231		21,640		22,082	
Income Less than \$15,000	2,426	13.31%	1,704	7.87%	1,473	6.67%
Income \$15,000 to \$24,999	2,789	15.30%	1,893	8.75%	1,751	7.93%
Income \$25,000 to \$34,999	2,605	14.29%	1,857	8.58%	1,767	8.00%
Income \$35,000 to \$49,999	3,509	19.25%	2,759	12.75%	2,463	11.15%
Income \$50,000 to \$74,999	3,729	20.45%	4,277	19.76%	4,152	18.80%
Income \$75,000 to \$99,999	1,448	7.94%	2,996	13.84%	3,064	13.88%
Income \$100,000 to \$124,999	700	3.84%	2,126	9.82%	2,300	10.42%
Income \$125,000 to \$149,999	364	2.00%	1,522	7.03%	1,697	7.68%
Income \$150,000 to \$199,999	332	1.82%	1,133	5.24%	1,586	7.18%
Income \$200,000 to \$249,999	158	0.87%	529	2.44%	718	3.25%
Income \$250,000 to \$499,999	125	0.69%	562	2.60%	713	3.23%
Income \$500,000 or more	46	0.25%	282	1.30%	398	1.80%
Average Household Income	\$ 52,120		\$ 86,466		\$ 96,544	
Median Household Income	\$ 40,538		\$ 65,238		\$ 71,598	
Age 55+ Median Household Income	\$ 33,731		\$ 61,542		\$ 68,618	
Age 65+ Median Household Income	\$ 28,640		\$ 57,294		\$ 64,583	
Owner Occupied Housing Units by Value**						
Total Owner-Occupied Housing Units	14,140		17,165		17,527	
Value Less than \$20,000	320	2.26%	344	2.00%	355	2.03%
Value \$20,000 to \$39,999	601	4.25%	345	2.01%	357	2.04%
Value \$40,000 to \$59,999	692	4.89%	364	2.12%	376	2.15%
Value \$60,000 to \$79,999	1,506	10.65%	291	1.70%	302	1.72%
Value \$80,000 to \$99,999	2,390	16.90%	605	3.52%	622	3.55%
Value \$100,000 to \$149,999	3,832	27.10%	1,483	8.64%	1,549	8.84%
Value \$150,000 to \$199,999	1,764	12.48%	2,874	16.74%	2,947	16.81%
Value \$200,000 to \$299,999	1,770	12.52%	4,732	27.57%	4,818	27.49%
Value \$300,000 to \$399,999	522	3.69%	2,661	15.50%	2,699	15.40%
Value \$400,000 to \$499,999	270	1.91%	1,296	7.55%	1,299	7.41%
Value \$500,000 to \$749,999	283	2.00%	1,126	6.56%	1,146	6.54%
Value \$750,000 to \$999,999	89	0.63%	499	2.91%	503	2.87%
Value \$1,000,000 or more	101	0.71%	545	3.18%	554	3.16%
Value \$1,000,000 to \$1,499,999			339	1.97%	344	1.96%
Value \$1,500,000 to \$1,999,999			108	0.63%	112	0.64%
Value \$2,000,000 or more			98	0.57%	98	0.56%
Median All Owner-Occupied Housing Unit Value	\$ 120,368		\$ 242,350		\$ 241,065	

MDS Research Company, Inc.

Senior Life	Carroll County, NH - PMA					
	2000/2010 Census	%	2019 Estimate	%	2024 Projection	%
Group Quarters by Population Type*	437		441		447	
Correctional Institutions	55	12.59%	56	12.70%	58	12.98%
Nursing Homes	312	71.40%	315	71.43%	319	71.36%
Other Institutions	5	1.14%	6	1.36%	5	1.12%
College Dormitories	0	0.00%	0	0.00%	0	0.00%
Military Quarters	0	0.00%	0	0.00%	0	0.00%
Other Noninstitutional Quarters	65	14.87%	64	14.51%	65	14.54%
Occupied Housing Units by Tenure*	20,889		21,640		22,082	
Owner-Occupied	16,534	79.15%	17,165	79.32%	17,527	79.37%
Renter-Occupied	4,355	20.85%	4,475	20.68%	4,555	20.63%
Households by Tenure by Age of Householder*						
Total Households	20,889		21,640		22,082	
Owner-Occupied	16,534		17,165		17,527	
Householder 55 to 64 years	4,210	25.46%	4,627	26.96%	4,714	26.90%
Householder 65 to 74 years	3,048	18.43%	4,552	26.52%	5,205	29.70%
Householder 75 to 84 years	1,812	10.96%	1,969	11.47%	2,049	11.69%
Householder 85 years and over	592	3.58%	718	4.18%	784	4.47%
Renter-Occupied	4,355		4,475		4,555	
Householder 55 to 64 years	587	13.48%	693	15.49%	714	15.68%
Householder 65 to 74 years	330	7.58%	534	11.93%	617	13.55%
Householder 75 to 84 years	288	6.61%	324	7.24%	350	7.68%
Householder 85 years and over	144	3.31%	201	4.49%	221	4.85%

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*Census column is 2010 Data.

**Census column is 2000 Data.

***Percent growth figures are as follows:
2010 (2000-2010), 2019 (2010-2019),
and 2024 (2019-2024).

MDS Research Company, Inc.

Rank	Carroll County, NH - PMA ZIP code List		Total Households
		↑	
1	03227	Center Sandwich	435
2	03254	Moultonborough	1,908
3	03259	North Sandwich	152
4	03812	Bartlett	522
5	03813	Center Conway	1,787
6	03814	Center Ossipee	1,077
7	03816	Center Tuftonboro	582
8	03817	Chocorua	234
9	03818	Conway	1,513
10	03830	East Wakefield	762
11	03836	Freedom	734
12	03838	Glen	281
13	03845	Intervale	728
14	03846	Jackson	223
15	03849	Madison	787
16	03853	Mirror Lake	286
17	03860	North Conway	1,949
18	03864	Ossipee	778
19	03872	Sanbornville	1,670
20	03875	Silver Lake	400
21	03882	Effingham	662
22	03883	South Tamworth	82
23	03886	Tamworth	838
24	03890	West Ossipee	194
25	03894	Wolfeboro	3,004
26	03897	Wonalancet	52

Accepted	26 Targets	21,640
Rejected	0 Targets	0
Total	26 Targets	21,640

