“The Forgotten Middle”
Investor Summit

May 21, 2019 | Yale Club, New York
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AGENDA

9:00 AM – 9:10 AM
Introduction and Welcome
Presenter: Brian Jurutka, President and Chief Executive Officer, National Investment Center for Seniors Housing & Care (NIC)

9:10 AM – 9:35 AM
The Forgotten Middle Study: Key Findings and Takeaways
Presenter: Beth Mace, Chief Economist and Director of Outreach, NIC

9:35 AM – 9:45 AM
Research Below National Level
Presenter: Caroline Pearson, Senior Vice President at NORC at the University of Chicago in Illinois

9:45 AM – 10:15 AM
Investment Thesis—Equity Perspective
Moderator: Beth Mace, Chief Economist and Director of Outreach, NIC
Panelists: Pam Herbst, Managing Director, AEW Capital Management
John Mark Ramsey, Chief Executive Officer, Sentio Investments, LLC
Andrew Brett, Principal, Director of Real Assets Research, NEPC

10:15 AM – 11:00 AM
Investment Thesis—Debt Perspective
Moderator: Beth Mace, Chief Economist and Director of Outreach, NIC
Panelists: Robert M. White, Jr., Founder and President, Real Capital Analytics
Michael Patterson, Vice President, Underwriting and Credit, Freddie Mac
Christopher Callaghan, Group Vice President, Head of Healthcare Banking, M&T Bank
Heidi Brunet, Managing Director, Newmark Knight Frank

11:00 AM – 11:30 AM
Operator Perspective/Successful Strategies to Date
Moderator: Kai Hsiao, Chief Executive Officer, Eclipse Senior Living
Panelists: Thomas Grape, Chairman and Chief Executive Officer, Benchmark Senior Living
Gaurie Rodman, Director, Development Services, Direct Supply
Judy Marczewski, Chief Financial Officer, Leisure Care

11:30 AM – 12:00 PM
Next Steps: How do we move forward and engage capital providers?
Discussion Leader: Bob Kramer, Founder and Strategic Advisor, NIC
Thank you for attending today’s Middle Market Investor Summit. We are glad that you are here to join in the inaugural private sector discussion on this topic. Gathering for today’s event are investors, debt providers, developers, and operators who are all interested in learning how to create housing and care options that will appeal to America’s middle-income seniors—i.e., retired teachers, first responders, and others.

This NIC-funded demand study, which was conducted by NORC at the University of Chicago, is the first of its kind and defines American’s large middle-income seniors’ cohort—not only by its demographic characteristics but its housing and healthcare needs—today and in 2029. The study includes data, by income cohorts, that capture:

- level of cognitive impairment
- chronic conditions
- mobility limitations

We hope the study and the conversations today serve to spark a national discussion among senior housing industry leaders on how housing and services can be provided to the underserved middle-income senior. Join the discussion, share your ideas, and let’s figure out housing and care options that meet the demands of our middle-market seniors.

Brian Jurutka
President & CEO

This was a study conducted by NORC at the University of Chicago with a grant provided by NIC.
PROGRAM
SPEAKERS
Mr. Brett joined NEPC in 2007 and is the Director of the Firm’s Real Assets Research Group and also leads the Firm’s Real Assets Beta Group. The Real Assets team is responsible for developing market viewpoints, sourcing conducting manager due diligence, providing educational overview materials for various real asset and real estate strategies and constructing real asset investment plans for implementation in client portfolios. The team also assists with liquid real assets coverage including commodities, MLPs, natural resource equities and REITs. Mr. Brett is a voting member of the Firm’s Alternative Asset Committee. Prior to joining NEPC, Andrew worked at State Street Corporation.

Mr. Brett earned a B.A. in Economics from Union College and holds the Chartered Alternative Investment Analyst (CAIA) designation.
Ms. Brunet joined Newmark Knight Frank in 2019 and currently serves as an executive managing director with the company’s Seniors Housing debt origination team. An 18-year veteran in seniors housing finance, Ms. Brunet’s focus is providing debt solutions for independent living, assisted living, memory care, and skilled nursing through Fannie Mae, Freddie Mac, HUD and balance sheet lending.

Ms. Brunet joined Newman Knight Frank after serving as a senior managing director for almost eight years with Berkadia Commercial Mortgage where she originated over $3.2 billion in seniors housing financings. While there she was frequently awarded the CEO Circle award representing the top 10 producers and leaders in the company. Prior to Berkadia, Ms. Brunet held senior level positions in the senior housing finance arena with Oak Grove Capital, KeyBank, and GE Healthcare (formerly Heller Financial).
CHRISTOPHER CALLAGHAN
Group Vice President, M&T Bank - Healthcare Banking

Mr. Callaghan leads a team of 45 dynamic relationship managers who deliver financial solutions and banking services to Nursing Homes, Senior Living Communities, Hospitals, Physician Groups, Health Insurers and other healthcare providers. M&T’s Healthcare Banking Group creates and implements business strategy, develops risk management models, and credit policy guidance, and provides industry training so that M&T can develop and engage in high value strategic partnerships with participants in the rapidly changing and fast-growing Healthcare industry.

Since joining M&T in 1994, Mr. Callaghan has held several sales and leadership positions in the Commercial Banking and Investment Management Divisions at M&T, including 20 years in the Healthcare Banking Group.

Mr. Callaghan earned a Masters in Finance from The Johns Hopkins University and a Bachelors of Arts in Economics from Saint Michael’s College in Vermont. He is a member of the Board of Directors of The Living Classrooms Foundation, BioHealth Innovation, and the University of Maryland School of Nursing. He was a founding member of the Board of Directors of Evergreen Health, a Maryland not-for-profit health insurer established with incentives under the Affordable Care Act.
Established in 1997, Benchmark operates 58 communities and is the leading provider of senior living in the Northeast.

Mr. Grape has led Benchmark and its 6,400 associates to achieve $2.5 billion in company value and $500 million in annual revenue. The organization in 2018 was selected by Fortune magazine for its inaugural Best Workplaces for Aging Services list, taking the number 16 spot on the list of top 40 aging services companies and ranking third among companies with more than 40 communities. Benchmark is one of only six companies to be named to The Boston Globe Top Places to Work every year of the 11 years the list has been published. It has been consistently recognized by Boston Business Journal, Hartford Courant and Hartford Journal as a top workplace and by the Boston Business Journal and Providence Business News as one of the healthiest employers.

Active in a number of industry and professional organizations, Mr. Grape is a founder and past chairman of the national assisted living association, Argentum. Since April 2017, he has served on the first Governor’s Council to Address Aging in Massachusetts and recently was appointed by Governor Charlie Baker to participate in the Massachusetts Healthcare Collaborative, a convening group of health care leaders from across government, educational institutions, industry and public organizations. A member of the American Seniors Housing Association executive board, Mr. Grape is also chair Emeritus of the Board of Trustees of Ithaca College, his alma mater.
Ms. Herbst is Head of AEW’s Direct Investment Group. She is responsible for all of the firm’s investment activities on behalf of core and value-added clients, overseeing the investment activity of approximately $30.1 billion of gross assets (as of 12/31/2018) invested in nearly all property types including new investment transactions totaling approximately $2 billion/year. She is also a member of the firm’s Management Committee, Investment Committee and Risk Management Committee.

Over her 35-year career with AEW, Ms. Herbst has served in a variety of roles that have encompassed asset management, portfolio management and acquisitions. In addition to holding a number of industry certifications, she is former Chair and Board member of the National Association of Real Estate Investment Managers (NAREIM), past Treasurer of the Executive Committee, and a member of the Board of Directors of the Massachusetts Chapter of the National Association of Office and Industrial Parks (NAIOP). In addition, she is an active member of the Urban Land Institute (ULI) where she has served as a Trustee, a member on the Awards for Excellence Committee, a council chair, and on their Investment Committee. Pam is also active on the Board of Directors of the United Way of Massachusetts Bay and the Merrimack Valley, where she serves as the Chair of their Real Estate Committee and is a member of their Investment Committee. She also served as Chair and Vice Chair of the Board and Chair of the Real Estate Committee for The Home for Little Wanderers, the oldest family service organization in the U.S.

Ms. Herbst is a graduate of the University of Massachusetts (B.A.) and Boston University (M.B.A.).
Mr. Hsiao was previously Senior Managing Director - Senior Housing Properties at HCP Inc. (NYSE: HCP) a fully integrated real estate investment trust (REIT) that invests primarily in real estate serving the healthcare industry.

Prior to HCP, Kai served as President and Chief Executive Officer of Holiday Retirement, the second largest senior housing operator in the United States, growing the company’s occupancy, NOI and EBITDA through organic growth and acquisitions, recapitalizing the company through triple net and third-party management transactions, and centralizing operationally intensive functions. During his tenure at Holiday, Kai held several leadership positions, including overseeing operations, field support functions, acquisitions and new business strategy. Previous to Holiday, Kai worked at Macerich (NYSE: MAC), a retail REIT, in operations, marketing, and both ground up developments and redevelopments. And prior to Macerich, Kai worked at world-renown spa resort, Canyon Ranch, where he focused on new hospitality and real estate developments.

Kai serves as a member on the Argentum (previously known as the Assisted Living Federation of America, ALFA) Board of Directors, is on the Executive Board of the American Seniors Housing Association (ASHA) and was recently appointed to the NIC Board of Directors. He graduated with a Bachelor of Arts in Communications from the University of Arizona.

Eclipse Senior Living is a national 3rd party manager of Independent, Assisted and Memory Care communities across the United States under various brands, including Elmcroft and Embark.
Mr. Jurutka joined NIC in 2015 as President, taking on day-to-day management and operations of the organization with particular focus on building the infrastructure for NIC to deliver transparency to the capital markets, advance quality and availability of seniors housing and care, and foster leadership development. Mr. Jurutka took on the additional responsibilities of CEO in 2017.

Prior to joining NIC, Mr. Jurutka served as Senior Vice President, Telecom, and GM for comScore’s wireless operator analytics division. A former nuclear submarine officer, Mr. Jurutka brings more than two decades of leadership experience with a successful track record in analytics, business development, operational management, and data system development and integration. Prior to comScore, he was with Capital One’s Direct Banking organization where he launched and managed the company’s first deposit product partnership in addition to overseeing various strategic partnerships.

Mr. Jurutka holds an M.B.A from Brenau University and a B.S. from the United States Naval Academy in aerospace engineering.
Mr. Kramer is Founder and Strategic Advisor at the National Investment Center for Seniors Housing & Care (NIC), a non-profit education and resource center that serves debt and equity investors interested in the seniors housing and care industry. NIC is the leading provider of research as well as business and financial performance data on this sector for capital providers. NIC’s focus is to enable access and choice in seniors housing and care by providing data, analytics and connections that bring together investors and care providers.

Mr. Kramer, a frequent writer and speaker on trends in seniors housing, post-acute and long-term care, directed NIC from its inception in 1991 until July 2017. A former county government official and Maryland state legislator, Mr. Kramer was a leader on health and environmental issues while representing the state capital of Annapolis in the 1980s. Mr. Kramer was educated at Harvard and Oxford Universities and also holds a Master of Divinity degree from Westminster Theological Seminary.
Prior to joining the staff at NIC, Ms. Mace served as a member of the NIC Board of Directors for seven years and chaired NIC’s Research Committee. Ms. Mace was also a Director at AEW Capital Management and worked in the AEW Research Group for 17 years. Prior to joining AEW in 1997, Ms. Mace spent ten years at Standard & Poor’s DRI/McGraw-Hill as the Director of the Regional Information Service. She also worked as a Regional Economist at Crocker Bank, the National Commission on Air Quality, the Brookings Institution, and Boston Edison.

Ms. Mace is a member of the National Association of Business Economists (NABE), the Urban Land Institute (ULI), ULI’s Senior Housing Council, and New England Women in Real Estate (NEWIRE/CREW). In 2014, she was appointed a fellow at the Homer Hoyt Institute and was awarded the title of a “Woman of Influence” in commercial real estate by Real Estate Forum Magazine and Globe Street. Ms. Mace is a graduate of Mount Holyoke College (B.A.) and the University of California (M.S.). She has also earned The Certified Business Economist™ title (CBE) from the National Association of Business Economists (NABE). Ms. Mace is often cited in the Wall Street Journal, the New York Times, Seniors Housing Business, Seniors Housing News, and McKnight’s Senior Living and has a bi-monthly column in the National Real Estate Investor.
Ms. Marczewski joined Leisure Care as Chief Financial Officer in March 1999 and was named partner in 2003. Her experience in executive positions at KeyCorp, Key Bank of Washington, and CTS International, Inc. prepared her well to serve as CFO. In her role as CFO of Leisure Care, Ms. Marczewski is a financial partner to the entire operations team, but her primary passion is supporting Treeo, the company’s mid-market product.

Ms. Marczewski is passionate about mentoring and coaching leaders, with the goal of inspiring them to start or expand their career in Senior Housing. She is also active in NIC and the Future Leaders Council. She is a graduate of Leadership Tomorrow, a civic leadership development class, and is actively involved in Treehouse, an agency committed to improving the lives of foster children. She graduated from the University of Washington with a degree in Business and Accounting.

After a full day of reviewing financial histories, projecting trends, and forecasting future performance, Ms. Marczewski can be found enjoying the great outdoors with her family (more specifically, the slopes after a good snowfall). She also enjoys boating, hiking, and exploring the beautiful Pacific Northwest.
Michael Patterson is Vice President of Specialty Products in Freddie Mac’s Multifamily division. In his current role, Mr. Patterson is responsible for the underwriting and credit of the Targeted Affordable Housing, Structured Transactions, and Seniors Housing groups. Since joining Freddie Mac in 1994, Mr. Patterson has held leadership positions in Multifamily Risk Management, Capital Markets, and Structured Transactions in the Southeast Region.

Mr. Patterson holds a BA in International Affairs and Economics from the George Washington University. He has also passed the Chartered Financial Analyst (CFA) Levels I and II exams and has acquired professional certifications from the American Institute of Banking and Johns Hopkins University Real Estate School.
Mr. Ramsey is a member of the NIC Middle Market Advisory Board, evaluating the need for more cost-effective housing and care solutions for seniors. This initiative is organized by the National Investment Center for Seniors Housing & Care (NIC). Mr. Ramsey is also a board member at Westminster Communities of Florida, one of the country’s largest non-profit senior housing operators and developers. Mr. Ramsey is active in the Central Florida community having served or serving in various charitable organizations and as an active member of Young President’s Organization (YPO). Mr. Ramsey is a Magna Cum Laude graduate of Florida State University, having earned dual degrees in finance and real estate. Mr. Ramsey serves his alma mater as a Director of the Florida State University Real Estate Center, a center dedicated to academic research in real estate.

From May 2007 to December 2011, Mr. Ramsey was the Chief Executive Officer of Servant Healthcare Investments, LLC, a private real estate advisory company, which previously served as sub-advisor to Sentio Healthcare Properties, Inc. From 2003 to 2006, Mr. Ramsey was the Senior Vice President of Investments at CNL Retirement Corp. In this capacity, he managed the investment group and was responsible for implementing and executing the investment strategy in the senior housing and medical facilities’ sectors. CNL successfully sold its healthcare real estate business to Health Care Property Investors, Inc., (NYSE: HCP) in 2006 for total consideration of $5.3 billion. At the time, HCP was the nation’s largest real estate investment trust focusing exclusively on properties serving the healthcare industry. Mr. Ramsey began his career in healthcare real estate as Co-Founder of a regionally focused senior living owner, operator and developer. The company, which he helped launch, remains an active participant in senior housing throughout the southeast United States.
GAURIE A. RODMAN
Director of Development Services, Direct Supply® Aptura®

Ms. Rodman is the Director of Development Services at Direct Supply Aptura – an innovative firm that supports senior living renovation, construction, and new development projects from start to finish. In this role, Gaurie has developed a comprehensive development services offering that saw triple-digit growth in its first year. Ms. Rodman also leads a cross-functional team to continually innovate and deliver Aptura’s strategic planning, development management and design-build services to their client base, including market assessments and studies, development consulting, and branding.

Ms. Rodman approaches senior living real-estate development using her background of planning and architecture, which provides a unique perspective on delivering successful building projects. She brings a wealth of experience developing projects in healthcare, the arts, the public sector, and education. Prior to joining Direct Supply, Ms. Rodman served as Vice President of Design and Construction at Irgens Development Partners, Assistant Professor at the Milwaukee School of Engineering and Co-Owner of Coach House Development Partners. Now at Direct Supply Aptura, Ms. Rodman’s vision is to create senior living communities that function extraordinarily – spaces that allow operators to perform at their highest level, are fiscally sound, and allow caregivers to meet resident needs in a timely, respectful and caring manner.

In her free time, Ms. Rodman loves to visit her two boys who are in College in Chicago, travel with friends and visit family in Sri Lanka. Ms. Rodman loves giving back to the community and serves on the Sojourner Family Peace Center and Riveredge Nature Center Boards.
ROBERT M. WHITE, JR.
Founder & President, Real Capital Analytics Inc.

Real Capital Analytics provides real-time data concerning the capital markets for commercial real estate and the values of commercial properties. The firm maintains offices in New York City, San Jose (CA), Amsterdam, Singapore, and London. It has over 1000 clients, including the industry’s leading brokerage firms, institutional advisors, REITs, developers, foreign investors and banks.

Mr. White is a noted authority on the real estate capital markets with credits in the Wall Street Journal, Barron’s, The Economist, Forbes, New York Times, and Financial Times among others. In addition, he was named one of National Real Estate Investor Magazine’s “Ten to Watch” in 2005, Institutional Investor’s “20 Rising Stars of Real Estate” in 2006, and Real Estate Forum’s “10 CEOs to Watch” in 2007. Previously, Mr. White spent 14 years in the real estate investment banking and brokerage industry and has orchestrated billions of commercial sales, acquisitions and recapitalizations. He was formerly a managing director and principal of Granite Partners LLC and spent nine years with Eastdil Realty in New York and London.

Mr. White is a Counselor of Real Estate, a Fellow of the Royal Institution of Chartered Surveyors and a Fellow of the Homer Hoyt Institute. He is also a member of numerous industry organizations and a supporter of academic studies. Mr. White is a graduate of the McIntire School of Commerce at the University of Virginia.
The National Investment Center for Seniors Housing & Care (NIC) is a 501(c)(3) organization established in 1991 whose mission is to enable access and choice by providing data, analytics and connections that bring together investors and providers. For more information, visit www.nic.org.