HJ SIMS 2012 LATE-WINTER CONFERENCE FOR
NON-PROFIT and PROPRIETARY SENIOR LIVING PROVIDERS

HJ Sims Presents
the 9th Annual Conference
on Financing Methods And Operating Strategies
in the Senior Living Industry

Tuesday, March 6—Thursday, March 8, 2012
Westin La Cantera Resort, San Antonio, TX

THRIVING IN TODAY’S ENVIRONMENT –
SUCCESSFUL STRATEGIES AND SOLUTIONS

FAVORABLE DEMOGRAPHICS, stable construction costs, limited new supply and moderating operating expenses should all point toward increasingly favorable outcomes for senior living communities. However, continued residential real estate market weakness, low investment earnings and volatile stock markets have depressed senior living demand. Despite economic instability as well as the uncertainty of the impact of health care and deficit reform, a number of senior living organizations continue to thrive and expand.

THE SIMS 2012 LATE-WINTER CONFERENCE will highlight how senior living organizations succeed and how they analyze market conditions for expansion and new development. Speakers will describe how to efficiently finance, design, build and operate new communities. Outside speakers in the energy and economic fields will tailor their expertise to the senior living industry’s needs.

THE OBJECTIVE of the Sims Late Winter Conference is for industry participants to learn and discuss each other’s strategies and solutions for success.

PLEASE JOIN US . . . For what promises to be our most important Conference yet. We’re planning a DYNAMIC AGENDA with a roster of OUTSTANDING SPEAKERS from both NON-PROFIT and PROPRIETARY SECTORS. Breakout sessions, panels and roundtables will provide a forum for exchanging ideas and information. Our Conference format will also provide invaluable NETWORKING OPPORTUNITIES.

Activities Include:
- Educational Seminars
- CFO Networking Breakfast
- Opportunities to Network with Peers
- Roundtable Discussion Groups
- Golf Tournament on the Beautiful La Cantera Resort Course Designed by Noted Golf Course Architect, Jay Morrish, and PGA Tour Professional, Tom Weiskopf
- Outing at Joshua Creek Ranch to Shoot Sporting Clays
- A Night Out at the Pearl Brewery on San Antonio’s Riverwalk
- Tour of Morningside Ministries at Menger Springs Community

Conference Hotel:
The Westin La Cantera Resort is located atop one of the highest points in San Antonio, overlooking the beautiful Texas Hill Country. It is a distinctive retreat that provides the ultimate blend of recreation and luxury with its six pools, health club and spa, tennis courts, 18-hole championship Resort golf course and superb meeting facilities.
Preliminary Schedule

Tuesday, March 6

8:00am  Outing at Joshua Creek Ranch to Shoot Sporting Clays

8:30am  Golf Tournament at the Westin La Cantera Resort
        (Shotgun Start 8:30 am–please check in by 8:00 am)

3:30pm  General Session—For Individuals and Organizations
        Maximizing Income from Seniors’ Investments — The Entirement Concept

3:30pm  Networking Event for Banks and Institutional Investors

7:00pm  Special Opening Night Reception and Dinner Event at the Pearl Brewery
        on the San Antonio Riverwalk

Wednesday, March 7

7:30am - 8:30am  Breakfast and Networking

8:30am - 9:00am  Welcome and Introduction

9:00am—10:15am  General Session—New Development Financing Programs
                  - 142(d) - Tax Free Bonds
                  - The New HUD
                  - HUD PLUS—Subordinate Debt and Preferred Equity
                  - Sims Bank Syndications
                  - Seed Money
                  - EB(5) Equity
                  - Tax Credits

Speakers:

H. Dodd Crutcher, President, Prevarian Senior Living
Dodd Crutcher serves as President of Prevarian Senior Living, which is focused on developing,
acquiring and operating assisted living facilities, memory care facilities and skilled nursing facili-
ties. At Prevarian, Mr. Crutcher is structuring joint relationships with non-profit and senior
living organizations.

David Laffey, Vice President—Director of Property Finance, Life Care Services
David Laffey is responsible for obtaining financing for LCS-owned properties. LCS, formerly
known as Life Care Services, is a family of companies dedicated to enhancing the changing lives
and lifestyles of America’s senior population.

(Session Speakers cont. next page)
Anthony Luzzi, President, Sims Mortgage Funding
Anthony Luzzi has over 25 years of experience with FHA mortgage insurance programs and tax-exempt bond finance; he was responsible for obtaining SMF’s approval as an FHA multifamily mortgage lender. Mr. Luzzi has directed approximately 125 FHA-insured loan transactions that have been funded with tax-exempt revenue bonds, taxable GNMA Securities, whole loan participations and private placements. In 2011, Mr. Luzzi closed the first hospital refinancing transaction under the Section 242/223(f) program.

David Williams, Jr., Esq., Partner, Peck Shaffer
David H. Williams, Jr. practices in the area of municipal finance. Mr. Williams has served as bond counsel, underwriter’s counsel, and bank counsel in connection with a variety of tax-exempt and taxable financings in 15 states. Mr. Williams has experience with financings for hospitals, continuing care retirement communities, university facilities and multifamily housing developments.

HJ Sims Speakers:
Robert Gall, Vice President, HJ Sims
Mark Landreville, Executive Vice President, HJ Sims
Aaron Rulnick, Principal, HJ Sims
R. Jeffrey Sands, Esq., Principal and General Counsel, HJ Sims

10:15am - 10:45am Networking Break

10:45am - 11:45am General Session—Outside Speaker: Ira Lieberman, Ph.D.
A Tale of Two Crises — Europe and the USA — A Global Perspective
The Eurozone and the U.S. have been facing different, non-identical crises since 2008. They greatly impact the financial markets, including the cost and availability of capital for the senior living industry. Ira Lieberman will address the crises, including their economic, social and political implications. He will also describe policy alternatives for resolving these crises and the potential solutions’ impacts on capital markets.

Dr. Lieberman is President and CEO of LIPAM International, Inc. which provides advisory services to international institutions such as the World Bank, the IMF, the European Investment Bank and the Inter-American Development Bank, to governments in developing, emerging market and transition countries and to private companies in these markets. Dr. Lieberman was on the staff of the World Bank for 14 years, where he worked extensively on international financial and economic crises in Mexico, East Asia (primarily Korea), Turkey and Argentina.

11:45am - 1:00pm Lunch —Including Table Discussion Groups on “Hot Issues”

1:00pm - 2:15pm General Session—Outside Speaker
Fred C. Beach, Ph.D., Senior Research Associate, Center for International Energy and Environmental Policy, Jackson School of Geosciences, University of Texas at Austin
Dr. Beach will discuss the future of energy at the Global level and how the impact may be mitigated in new construction and retrofit at senior living communities.

Dr. Beach is currently researching the potential and ramifications of the U.S. Defense Department’s emphasis on integrating clean and renewable energy sources into its operations. He is also an internationally recognized leader in Electromagnetic Launch and High Energy Electric Weapon System Development.

2:15pm - 2:30pm Networking Break
2:30pm - 3:45pm Breakout Sessions

I. Developing, Designing, Building and Operating Value-Oriented, High Quality Communities

Many senior living consumers today are more price sensitive than ever before. Hear from a wide variety of industry leaders as to how they balance great value with superior quality in their communities.

Speakers:

Allen Black, Principal, EDI (Essential Decisions, Inc.)
Allen Black has been active in the senior housing and long term care industry for more than 30 years. He has held positions as Administrator and Chief Operating Officer for a large nursing home chain and for the past 10+ years as Vice President of Development for one of the largest non-profit providers of senior housing. Since 1985, Mr. Black has been involved on a national basis in market research and project development of both free standing and full continuum campuses. He provides leadership in strategic planning, market research and development services.

Marilynn K. Duker, President, The Shelter Group
As President of The Shelter Group, Marilynn Duker is responsible for all three Shelter Group companies: Shelter Development, Shelter Properties and Brightview Senior Living. Ms. Duker became a Partner and President of Shelter Development and Shelter Properties in 1995 and of Brightview Senior Living in 2008. She has overall responsibility for directing both the operations and long term growth of The Shelter Group.

Alvin Loewenberg, President and CEO, Morningside Ministries
Alvin Loewenberg is the President and Chief Executive Officer of Morningside Ministries. He is responsible for the oversight of nine senior care communities providing nursing care, assisted living and independent living, totaling 807 units. Mr. Loewenberg has been involved in long-term care administration since 1979. For the past 20 years, he has served as the President/CEO of Morningside Ministries. One of Morningside’s communities will be hosting a tour for Sims Conference attendees.

Michael Martin, Managing Partner, RLPS Architects
Michael Martin serves as Managing Partner of RLPS, with overall responsibility for guiding and directing the firm. Backed by 22 years of experience, he provides leadership for the planning and design of award-winning senior living and care centers.

II. Developing and Maintaining Excellent Lender and Investor Relationships

In today’s environment, senior living organizations are often asking lenders and investors for extensions, amendments, waivers and permission to expand, renovate or reposition. Speakers who have successfully negotiated with lenders and investors will describe how they obtained what they needed.

Speakers:

Cynthia Giles, Senior Vice President, Wells Fargo
Cynthia Giles is a Senior Vice President with Wells Fargo, an American multinational diversified financial services company with operations around the world.

P. Charles Hachten, Ph.D., Assistant Vice President, Senior Research Analyst, Nuveen Asset Management
Charles Hachten covers the health care and long-term care industries for Nuveen and is responsible for hospitals, retirement communities, assisted living and skilled nursing facilities.

Brian McLemore, Chief Executive Officer, Pacific Retirement Services
Brian McLemore began his career with Pacific Retirement Services in 1986 and has overseen the development of more than 1,500 senior housing units. He has managed over $1 billion in development of senior housing facilities.

(Session Speakers cont. next page)
William Pettit, Jr., President and Chief Operating Officer, Merrill Gardens
Bill Pettit is the President and Chief Operating Officer of the R. D. Merrill Co. and Merrill Gardens. Merrill Gardens is the second largest privately held assisted living company in the country and one of the top five operators overall. The company, based in Seattle, Washington owns and operates 68 communities in 11 states.

Spencer Sockwell, National Healthcare Executive, BBVA Compass Bank
Spencer Sockwell is the National Healthcare Executive for BBVA Compass Bank’s commercial banking united based in Dallas, TX.

3:45pm - 4:00pm
Networking Break

4:00pm - 5:00pm
General Session — Managing Costs, Maintaining Quality
Senior living providers must continue to operate in a challenging environment due to the current economy and housing market as well as adapt to cuts in reimbursement rates. Both proprietary and non-profit organizations will tell you how they have managed costs without adversely affecting their services.

Speakers:

Richard W. Cumberland, Senior Vice President, Management Services, Greystone
Mr. Cumberland has direct responsibility for supervising Greystone’s Management Operations and Financial Services teams. These teams include approximately thirty professionals providing corporate support to Executive Directors who oversee Greystone managed communities.

D. Keith Perry, President and CEO, Sears Methodist Retirement System
Mr. Perry serves as President/CEO of SMRS and its Affiliated Members. Mr. Perry joined the System as its Administrator in September 1989. He has worked in the field of aging services since 1976. Prior to joining SMRS, Mr. Perry worked for the Heart of Texas Area Agency on Aging, as State Director of the Senior Texas Employment Program, as an Administrator with the Sisters of Charity of the Incarnate World Health Care System and an Area Supervisor for Convalescent Services, Inc.

Rebecca “Becky” Webster, President and CEO, Lenbrook Square Foundation
Becky Webster has been President and CEO since March of 2009. She was a Lenbrook Board member since 2003 and has served as Chairman of the Board’s Governance Committee.

Other Speakers TBA

7:00pm
Reception and Dinner at the Westin La Cantera Resort

Thursday, March 8

7:30am—8:30am
For CFOs—A Special Networking Breakfast
Both non-Profit and Proprietary CFOs are invited to meet each other and discuss important issues.

7:30am—8:30am
Breakfast and Networking

8:30am—10:00am
General Session—How Senior Living Organizations Should Analyze Markets for New Development and Expansion
Learn how proprietary and non-profit industry leaders
- Analyze service area demographics
- Select their sites
- Customize their service programs
- Decide on amenities
- Determine pricing

(Session Speakers shown on next page)
Thursday, March 8 (cont.)

Speakers:

Susan Brecht, President, Brecht Associates
Susan Brecht is a national leader in the senior housing industry and has helped to establish market research standards for all types of senior housing and services.

Michael Gilliam, President and CEO, Greenbrier Development
Mike Gilliam is responsible for providing strategic direction to Greenbrier’s clients in the areas of planning, development, financing and marketing. He has been in senior housing since 1990 and has worked with more than 400 clients over this time. Mr. Gilliam founded Greenbrier in 2006, along with Tom Navin, with the goal of providing the best client service and objective advice.

Jeramy Ragsdale, Co-Founder, Outer-Marker Properties
Jeramy Ragsdale is a co-founder of Outer Marker Properties, prior to which he served as Vice President of Hatcher Homes, Inc., developing and building residential communities throughout metropolitan Atlanta. Outer Marker’s management team has extensive experience in building and managing assisted living and memory care facilities throughout the Southeast.

Dean Wehrli, Senior Manager, John Burns Real Estate Consulting
Dean Wehrli manages residential and commercial real estate in consulting assignments across the country and has more than 12 years experience in real estate, economics and research. He is based in the Sacramento, CA office of John Burns Real Estate Consulting.

10:00am—10:30am Networking Break

10:30am - 12:00pm Breakout Sessions

I. Creative Strategies to Increasing Occupancy and Adapting to the Real Estate Market

Overcoming consumer fear and hesitation takes more expertise than ever before. Hear from battle-tested veterans as to which strategies, methods and incentives worked in which markets.

Speakers:

Tana Gall, Partner and President, Leisure Care
Tana Gall has the unique ability to develop plans aimed at making customers smile as well as a knack for inspiring and motivating those around her to Twist Conventional Thinking and create customer experiences that are exciting and engaging. Since 1994, she has led Leisure Care’s public relations, marketing, sales and staff training efforts. In her current position, she leads the development of new senior housing projects for One Eighty.

Christopher Henderson, President and CEO, Virginia United Methodist Homes
Upon completion of his undergraduate degree, Mr. Henderson spent three years as a manager in the dining services industry. He started working at The Hermitage in Northern Virginia in the spring of 1992, and for the first 6 months he was an Assistant to the Administrator. In July of 2003, VUMH merged the operations of The Hermitage in Richmond and The Hermitage at Cedarfield, and he became the Executive Director of both Richmond properties. Effective July 1, 2005, he became President/CEO of Virginia United Methodist Homes, Inc.

Kristin Kutac-Ward, Owner, Solutions Advisors
Kristin Kutac Ward has more than 16 years of management experience in the senior living industry, beginning her career as a nursing home administrator. As founder of By Design Solutions, a marketing and management firm for the senior housing industry, she increased sales in an equity independent living community 38% and has managed sales and marketing repositionings, turnarounds and training in 11 different communities. As Vice President of Marketing and Sales for Horizon Bay Senior Communities, Ms. Kutac Ward oversaw all marketing and sales aspects of the company, which then operated more than 42 senior communities nationwide.

(Session Speakers cont. next page)
Jason Neman, Director of Creative Services, Spectrum Communications
Jason Neman serves as Director of Creative Services for Spectrum Communications. He directs and oversees all creative projects for Spectrum’s client communities. Mr. Neman began his career as a graphic designer, and then developed his skills in traditional advertising.

II. Successful Partnerships in the Healthcare Reform Era
In order to maximize success, many senior organizations are developing closer relationships with hospitals. With the coming of Health Care Reform, these relationships will become more critical. Hospital and senior living leaders will discuss how to maximize the benefits and limit the pitfalls of these partnerships.

Speakers:
William Jones, President, Berkshire Healthcare Systems
William Jones serves as President of Berkshire Healthcare Systems, a healthcare and senior-services company, which is the largest non-profit hospital system in western Massachusetts and the largest long term care company in Massachusetts, including 16 rehabilitation and nursing facilities and one CCRC.

Michael Slavik, Principal in Charge, National Senior Living Practice, LarsonAllen
Michael Slavik leads LarsonAllen’s national senior living practice and specializes in assurance, tax, reimbursement and financial consulting services for both proprietary and nonprofit senior living organizations. He is a leader of the firm’s initiative to deepen the relationships between hospitals and senior living providers.

Other Speakers TBA

12:15pm - 1:00pm Lunch & Conclusion of Conference Sessions
1:00pm Tour of Menger Springs Community

Opened in stages beginning in 2004, the campus includes multiple programs and levels of care including rental apartments, entrance fee cottages, assisted living, memory care, skilled nursing and rehabilitation. Menger Springs offers tremendous value to its residents. Morningside Ministries is a 50-year-old non-profit organization.

Golf, Spa, Tennis and Other Activities are Available for You to Enjoy on Your Own

Please See the Next Page for Information on Registering for the Conference and Making Hotel Reservations
Registration for Sims 2012 Conference

Conference Registration: Please call or e-mail Anita Clavin at 203-418-9005 or aclavin@hjsims.com with any questions or requests for additional information. You may register for the Conference online at www.hjsims.com/register or you may mail or fax your registration form to Anita Clavin (Fax: 203-256-2377). Please mail the check for your registration fee (we are unable to accept credit cards) to: Anita Clavin, HJ Sims, 2150 Post Road, Fairfield, CT 06824-5669.

Registration Fee: Facility Management, Board Member or Owner—$295 Others—$795
There will be an additional $50 fee for participation in the Golf Tournament.

Hotel Reservations: We have reserved a limited block of rooms at the special Conference rate of $175 per night at the Westin La Cantera Resort, 16641 La Cantera Parkway, San Antonio, TX 78256, Tel: 210-558-6500. That rate will be available until February 4, 2012. You may make your reservations directly with the hotel after you have registered for the Conference and will need to inform the hotel that you are registered to attend the Sims Conference. To make your hotel reservation online, please use the following link:

Herbert J. Sims & Co. is registered with the National Association of State Boards of Accountancy (NASBA) as sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN. Web site: www.nasba.org.

Registration is Requested by
January 23, 2012

First Name: ________________________ Last Name: ________________________
Badge Name: __________________________
Title: ____________________________________________________________________
Company: __________________________________________________________________
Address: __________________________________________________________________
________________________________________ E-Mail: ____________________________

Phone: ____________________________

Activities:
— Will you participate in the Golf Tournament on Tuesday 3/6 at 8:30 am? Yes ____ No ____
   There will be an additional $50 fee for participation in the golf tournament.
— Will you participate in the Outing to Joshua Creek Ranch to Shoot Sporting Clays on
   Tuesday 3/6 at 8:00 am? Yes _____ No _____
— Will you participate in the Senior Living Community Tour on Thurs. 3/8 at 1:00 pm?
   Yes _____ No _____