AGENDA
EXECUTIVE COMMITTEE
REGULAR MEETING
MONDAY, DECEMBER 4, 2023 – 3:00 PM
ADMINISTRATION CENTER - ROOM A-200
121 W. MAIN STREET, PORT WASHINGTON, WI 53074

The public can access the meeting by viewing the live stream at the link which will be opened five minutes before the call to order:

Executive Committee Live Stream

The public can submit comments here: Public Comment Form
Public Comment Policy & Instructions For Submitting Public Comments Online

1. **CALL TO ORDER**
2. **PROPER NOTICE**
3. **PUBLIC COMMENTS, CORRESPONDENCE, COMMUNICATIONS**
4. **APPROVAL OF MINUTES**
   a. October 30, 2023
5. **ACTION ITEMS**
   a. RES.23-39: Dispatch Center Remodel with American Recovery Plan Act (ARPA) Funds
   b. RES.23-41: Supporting a $4.5 Million Construction of a Community-Based Residential Facility (CBRF) at the Lasata Senior Living Campus
6. **DISCUSSION ITEMS**
   a. Schedule of County Board Meetings
7. **COUNTY ADMINISTRATOR'S REPORT**
   a. Employee Engagement Update
   b. Strategic Planning Update
   c. Express Bus Update
   d. Financial and HR Software
   e. Project Fund 2024
   f. Act 4 - County Jailer Protective Services
8. **COMMITTEE REPORTS**
9. **NEXT MEETING DATE**
   January 8, 2024
10. **ADJOURNMENT**

A quorum of members of committees or the full County Board of Ozaukee County may be in attendance at this meeting for purposes related to committee or board duties, however, no formal action will be taken by these committees or the board at this meeting.

Persons with disabilities requiring accommodations for attendance at this meeting should contact the County Clerk's Office at 262-284-8110, twenty-four (24) hours in advance of the meeting.

Executive Committee

AGENDA INFORMATION SHEET

AGENDA DATE: **December 4, 2023**
DEPARTMENT: **County Clerk**
DIRECTOR: **Karen Niemuth**
PREPARER: **Karen Niemuth**

Agenda Summary October 30, 2023

<https://www.co.ozaukee.wi.us/AgendaCenter/ViewFile/Minutes/_10302023-3324>

EXECUTIVE COMMITTEE

RESOLUTION NO. 23-39

DISPATCH CENTER REMODEL WITH AMERICAN RECOVERY PLAN ACT (ARPA) FUNDS

WHEREAS, The Ozaukee County Board of Supervisors authorized the transfer of the City of Cedarburg's Public Safety Answering Service to the Ozaukee County Sheriff's Department Dispatch Center effective January 1, 2024; and

WHEREAS, the assumption of the City of Cedarburg's Public Safety Answering Service necessitates the creation of four additional Dispatcher positions in the Ozaukee County Sheriff's Department Dispatch Center to handle the emergency call volume; and

WHEREAS, the current Ozaukee County Sheriff's Department Dispatch Center houses seven dispatch consoles; and

WHEREAS, the assumption of the City of Cedarburg's Public Safety Answering Service will require an additional three dispatch consoles; and

WHEREAS, the space limitations of the Ozaukee County Sheriff's Department Dispatch Center require a relocation to the Emergency Operation Center and Training Room in the Justice Center to house the additional three dispatch consoles to provide ten dispatch positions;

WHEREAS, the estimated cost to relocate the Ozaukee County Sheriff's Department Dispatch Center to the Emergency Operation Center and Training Room is $1,261,000; and

WHEREAS, the 2024 Ozaukee County budget increased the county tax levy $130,947 to fund the costs of the relocation of the Ozaukee County Sheriff's Department Dispatch Center attributable to the transfer of the City of Cedarburg's Public Safety Answering Service; and

WHEREAS, The American Rescue Plan Act signed into law by the Federal Government on March 11, 2021 has made available $17,330,133 to Ozaukee County in an effort to provide economic relief to the public following the COVID-19 Pandemic; and

NOW, THEREFORE, BE IT RESOLVED, by the Ozaukee County Board of Supervisors that a budget of $1,131,000 from American Rescue Plan Act funds be established to support the relocation of the Ozaukee County Sheriff's Department Dispatch Center to the Emergency Operation Center and Training Room in the line-item accounts detailed below;

219-1-01-60000-034 Dispatch Center Relocation $1,131,000

Dated at Port Washington, Wisconsin, this 6th day of December 2023.

SUMMARY: $1,131,000 of ARPA Funds to support the relocation of the Ozaukee County Sheriff's Department Dispatch Center to the Emergency Operation Center and Training Room

VOTE REQUIRED: Two-Thirds of Members Elect

11/14/23 **Public Safety Committee** **APPROVE AND FORWARD**

RESULT:	**APPROVE AND FORWARD [UNANIMOUS]Next: 12/4/2023 3:00 PM**
MOVER:	J. Haas, Vice-Chairperson
SECONDER:	T. Maguire, Supervisor District 15
AYES:	R. Nelson, J. Haas, T. Maguire, J. Krane
EXCUSED:	P. Foy

PUBLIC SAFETY COMMITTEE

Public Safety Committee

AGENDA INFORMATION SHEET

AGENDA DATE: **December 4, 2023**
DEPARTMENT: **Administrator**
DIRECTOR: **Jason Dzwinel**
PREPARER: **Jason Dzwinel**

Agenda Summary Dispatch Center Remodel with American Recovery Plan Act (ARPA) Funds

BACKGROUND INFORMATION: The City of Cedarburg will transfer its Public Safety Answering Services to the Ozaukee County Sheriff's Department's Dispatch Center as of January 1, 2024. This transfer will necessitate a relocation of the current Dispatch Center to the Emergency Operations Center and Sheriff's Training Room located in the lower level of the Justice Center. This was the original planned location of the Dispatch Center when the Justice Center was constructed in the early 1990's. Because of this, the new location meets the spatial requirements needed to support the ten dispatch consoles required for adequate response.

The current County Dispatch center includes seven consoles for dispatch. While not every position is in use during all shifts, the number of positions does limit the ability to onboard and train Dispatch staff. The current training for a newly hired Dispatcher is approximately four months. On the job training requires that a newly hired Dispatcher share a Dispatch position with a seasoned Dispatcher. The Dispatcher position in the county has historically been one of high turnover due to the fact that the skill set, and demeanor required to be successful is very unique in the workforce. Since 2021 turnover in the Dispatch Unit is 40% of the total workforce of the unit. Because of the critical nature of this aspect of public safety operations the ability to onboard and train is very important.

Currently about 24 1/2 FTEs are staffed within the Dispatch Unit, with an additional 4 FTEs approved in the 2024 Budget for the assumption of the City of Cedarburg operations. The Sheriff's Department will require the ability to onboard, train, and properly staff the unit in the future. In addition, employee burn out is a consideration as the Unit has worked more than 7,300 overtime hours since 2021. Ideal staffing for the post-Cedarburg consolidation for the unit would include 10 FTEs on first and second shift and 7 FTEs on third shift.

ANALYSIS: Numerous options were explored and the relocation is the most const effective because of the location of the technology infrastructure in the Justice Center. New construction or a change to the new Sheriff's Training and Storage Facility on the Justice Center grounds would require either new installation or the extension of the technology infrastructure in the Justice Center from the current building to the new facility.

The $1,130,000 required for the relocation of the Dispatch Center is available in the county's current ARPA allocation.

FISCAL IMPACT: $1,130,000 of ARPA funding.

RECOMMENDED MOTION: Staff respectfully requests that the committee approve the allocation of $1,130,000 of ARPA funds to support the relocation of the Dispatch Center.

ATTACHMENTS:

- 2024 Relocate the Dispatch Center (PDF)
- Tracking ARPA Allocations and Disbursements November 2023 (PDF)

Ozaukee County Sheriff's Office
Christy Knowles, Sheriff

2024 Needs

Dept/Division/Unit: Sheriff's Office/911 Communications Center/ Relocate

Item/Description	Explanation/Justification	Need/ Wish	Quantity	Unit Cost	Total Cost
New Dispatch Center in current training room of Ozaukee County Sheriff's Office	Marta Larson Wesenick Senior Independent Consultant w/Eaton provided the following quote for the current training room conversion to dispatch center to include 8 dispatch console with room for advancement for 10 dispatch consoles in the future. The current Emergency Management conference room would be divided into two separate offices so Dispatch Supervisor Laurin and Communication Manager H. Boesch could have offices equipt with all radios and computer to assist in dispatching with window view of the communication center. Included in the cost is an additional 10K for transportation and 20K for installation. Price for 8 seats =$120,314.90		10.00	14,289.36	$ 142,893.63
Baycom Add Vesta 911 Workstations	Position licensing; Workstation Hardware with Vesta Map Hardware; Workstation Software Support Licensing one year and onsite installation. County capacity would go from 7 workstations to 10.		3.00	26,359.75	$ 79,079.25
General Communications VHF One Channel 3 Site Simulcast Paging	Simulselect Paging - installation of and removal of (3)Antennas/(3)Towers Programming and Configuration Setup and Installation		1.00	229,601.15	$ 229,601.15
HVAC Controls	New dispatch room		1.00	75,000.00	$ 75,000.00
Plumbing (unk company)	New dispatch room		1.00	25,000.00	$ 25,000.00
Electrical Mueller Electric	New dispatch room		1.00	225,000.00	$ 225,000.00
New computers	New dispatch room		10.00	3,000.00	$ 30,000.00
Flooring (Whitenburg)	New dispatch room		1.00	25,000.00	$ 25,000.00
Hailon and Wet System	New dispatch room		1.00	150,000.00	$ 150,000.00
Construction - per Ryan	New dispatch room		1.00	75,000.00	$ 75,000.00
Decomission of the existing Hailon and Wet System in dispatch	If approved, cost of decomission for existing room		1.00	150,000.00	$ 150,000.00
Hire General Contractor for Project	Decision is made to hire General Contractor to manage the project instead of having in-house team		1.00	54,290.00	$ 54,290.00
	Total				$1,260,864.03

Submitted By　　　　Date

Undersherif/Captain Approval　　　　Date

Ozaukee County
Use of ARPA Funds
Through June 2023

Project	Budget	2021	2022	2023	Total Expense	Budget Remaining	Detail
COVID Related Expenditures	254,075	235,259	18,816	-	254,075	-	Reclassification COVID Expenses $225,000 Lasata & Sheriff
EMS Grants to Municipalities	3,024,000	-	-	1,512,000	1,512,000	1,512,000	$5,000,0000 EMS Earmark less $1,080,000 in NFP Grants
Jail Camera Project	80,000	-	80,645	-	80,645	(645)	Project Complete
Jail Uniterupted Power Supply	90,000	-	45,367	37,653	83,020	6,980	Project Complete
Sheriff Outdoor Range Building	300,000	-	11,657	104,526	116,183	183,817	90% Completion
Justice Center Tuck Pointing	75,000	-	-	-	-	75,000	
Boiler Replacement-Admin	600,000	-	226,978	204,255	431,233	168,767	Boiler work to continue throughout summer
Fairgrounds Pavilion Repair	155,000	-	134,302	7,196	141,498	13,502	Project Complete
Fairgrounds Wheel Loader	85,000	-	84,740	-	84,740	260	Project Complete
Lasata Care Cntr Chiller	325,000	-	-	305,000	305,000	20,000	Project Complete
Property Appraisal Services	30,000	-	12,000	-	12,000	18,000	Project Complete
SAN Replacement	700,000	-	727,571	3,881	731,452	(31,452)	Project Complete - cost overrun for programming
Electric Gates - Parks	115,000	-	34,490	16,543	51,033	63,967	Project paused for WE Energies Electrical Installation
Maint Building Repair Mee Kwon	40,000	-	8,234	31,766	40,000	-	90% Completion
Waubedonia Caretakers Roof	40,000	-	40,000	-	40,000	-	Bids accepted
County Park Security Camera's	40,000	-	237	22,020	22,257	17,743	50% completion - electrical service work
Clean Farm Incentives	30,000	-	-	30,000	30,000	-	Project Complete
Air Flow Cover Crop Seeder	30,000	-	28,300	-	28,300	1,700	Project Complete
Tractor with Cab - Parks	30,000	-	35,600	(5,600)	30,000	-	Project Complete
Contigency	246,783	-	-	-	-	246,783	Contingency for 2021 Projects
Employee Onboarding-HR	43,065	-	43,066	-	43,066	(1)	Project Complete
Transfer - Sheriff Building	1,000,000	-	61,608	-	61,608	938,392	Planned completion fall of 2023
Tower	1,500,000	-	-	-	467,925	1,032,075	Construction began July 2023
Ozaukee Interurban Trail	300,000	-	-	-	-	300,000	Grant acceptance July 2023
Parks Storage Building - Hawthorne Hills	150,000	-	-	100,499	100,499	49,501	WDNR Grant Match
JC Fire Panel	250,000	-	-	-	-	250,000	Funding Approved April 2023
Highway Salt Brine Building	600,000	-	-	-	-	600,000	Engineering and Design Underway
Advocates of Ozaukee	150,000	-	-	-	150,000	-	Not for Profit Grants
Ozaukee Family Sharing	80,000	-	-	-	80,000	-	Not for Profit Grants
Ozaukee Family Services	200,000	-	-	200,000	200,000	-	Not for Profit Grants
Ozaukee Food Alliance	150,000	-	-	150,000	150,000	-	Not for Profit Grants
Ozaukee Not for Profit Center	200,000	-	-	200,000	200,000	-	Not for Profit Grants
Portal Incorporated	200,000	-	-	200,000	200,000	-	Not for Profit Grants
United Way of Northern Ozaukee	100,000	-	-	-	100,000	-	Not for Profit Grants
Lasata CBRF	4,500,000						
Dispatch Relocation	1,131,000						
TOTALS	*16,843,923*	*235,259*	*1,593,609*	*3,119,739*	*5,746,532*	*5,466,391*	

Total County Allocation	17,330,133
Budgeted Projects	16,843,923
Remaining Unbudgeted Funding	486,210

Total County Allocation	17,330,133
Total Spent	5,746,532
Remaining Unspent Balance	11,583,601

RESOLUTION NO. 23-41

SUPPORTING A $4.5 MILLION CONSTRUCTION OF A COMMUNITY-BASED RESIDENTIAL FACILITY (CBRF) AT THE LASATA SENIOR LIVING CAMPUS

WHEREAS, Ozaukee County has been committed to providing excellent senior skilled nursing care at Lasata Senior Living Campus since the 1960's and to providing a continuum of care with the addition of independent senior living at Lasata Heights in the 1980's and quality assisted living apartments at Lasata Crossings in 2010; and

WHEREAS, the Lasata Senior Living Campus has been continually operating since 1966, and made strategic investments in upgrading and furthering the continuum of care for our seniors by investing in a $10 million renovation of the Lasata Care Center in 2014, construction of an assisted living facility at Lasata Crossings to further enhance senior services, and most recently renovating the Senior Living Apartments at Lasata Heights, in 2022; and

WHEREAS, the construction of a CBRF will close the loop in providing a continuum of care to our seniors, and current residents, who desire to transition to assisted living and memory care assisted living, all within the Lasata Senior Living Campus; and

WHEREAS, to understand the need for a CBRF, market studies have been conducted, most recently in May of 2023, showing that the significant demand for assisted living units in 2028 between 87 and 118, based on the price of $6,000 a month and $6,500 a month respectively, and 38 memory care units; and

WHEREAS, revised preliminary design plans estimate $4.5 million in construction expenses to complete the proposed 18,000 sf CBRF, housing 24 residents split into two households, with residential and services spaces; and

WHEREAS, it is anticipated that the proposed CBRF will improve staffing and operating efficiencies and improve Lasata's cash flow by $150,000 to $450,000 at a resident census of twenty-one.

NOW, THEREFORE, BE IT RESOLVED, that the Ozaukee County Board of Supervisors recognizes the merit in the planned construction of the CBRF and authorizes the County Administrator undertake the solicitation of proposals for professional services from construction management and architectural & engineering firms, with the intent to develop specifications for and develop the solicitation process for construction bids to construct the CBRF on the Lasata Senior Living campus; and

FURTHER RESOLVED, by the Ozaukee County Board of Supervisors that the following amounts to support the construction of a Community-Based Residential Facility (CBRF) at the Lasata Senior Living Campus be approved and adopted for completion from American Rescue Plan Act funds in the line-item accounts detailed below:

219-1-01-60000-032: Lasata Community-Based Residential Facility: $4,500,000

Dated at Port Washington, Wisconsin, this 6th day of December, 2023.

SUMMARY: Establishing budget of $4,500,000 for the construction of a Community Based Residential Facility at the Lasata Senior Living Campus

VOTE REQUIRED: Two-Thirds of Member Elect

10/24/23 **Health and Human Services Committee** **APPROVED**

RESULT:	**APPROVED [UNANIMOUS]**
MOVER:	A. Watts, Supervisor District 25
SECONDER:	D. Clark, Vice-Chairperson
AYES:	D. Irish, D. Clark, A. Watts
ABSENT:	S. Whitworth
EXCUSED:	S. Rishel

HEALTH AND HUMAN SERVICES COMMITTEE

Health and Human Services Committee

AGENDA INFORMATION SHEET

AGENDA DATE: **December 4, 2023**
DEPARTMENT: **Administrator**
DIRECTOR: **Jason Dzwinel**
PREPARER: **Jason Dzwinel**

Agenda Summary Supporting a $4.5 Million Construction of a Community-Based Residential Facility (CBRF) at the Lasata Senior Living Campus

BACKGROUND INFORMATION: The County has approximately, $5.2 million dollars in un-budgeted ARPA funding as of July, of 2023. The County has been reviewing concept design plans and related cost estimates for construction and operations of a Community Based Residential Facility (CBRF) located on the Lasata Senior Living Campus. The County Board reviewed the market demand, concept designs and cost estimates at their September 6, 2023 meeting. The concept designs included; 24 private units with bathrooms, common living, dining and courtyard areas, at an estimated cost of $4.5 million, constructed connected and adjacent to the Lasata Care Center. The intent of this Resolution is to allow the County Administrator to begin the process of soliciting a Construction Management firm, and Architectural & Engineering form to prepare the necessary construction specification and solicitation documents for construction bids in 2024.

ANALYSIS: The County has historically operated the Lasata Senior Living Campus, including Independent Senior Apartments (Lasata Heights), a Residential Care Apartment Complex (Lasata Crossings) and a Skilled Care Facility (Lasata Care Center), with the intent to eventually provide the full continuum of senior care to our residents. Not only will a CBRF allow the County to provide a full continuum of care to seniors living on the campus, with the additional assisted living and memory care units; a CBRF will help offset operational levy costs, by improving the Lasata Campus cash flow by $150,000 to $450,000 annually.

FISCAL IMPACT:

Balance Current Year:

Next Year's Estimated Cost: $4.5 million

FUNDING SOURCE:

County Levy: $0

Non-County Levy: $4.5 million

Indicate source: ARPA funding

RECOMMENDED MOTION: Approve the Resolution Supporting a $4.5 Million Construction of a Community-Based Residential Facility (CBRF) at the Lasata Senior Living Campus.

ATTACHMENTS:

- 2023-01 Lasata CBRF Strategic Planning Model (002) (002)   (PDF)
- Lasata CBRF Concept - September 2023   (PDF)
- Lasata Market Assessment - 2023 Update FINAL (002)   (PDF)

We'll get you there.

Lasata Care Center

Potential CBRF Development

CPAs | CONSULTANTS | WEALTH ADVISORS

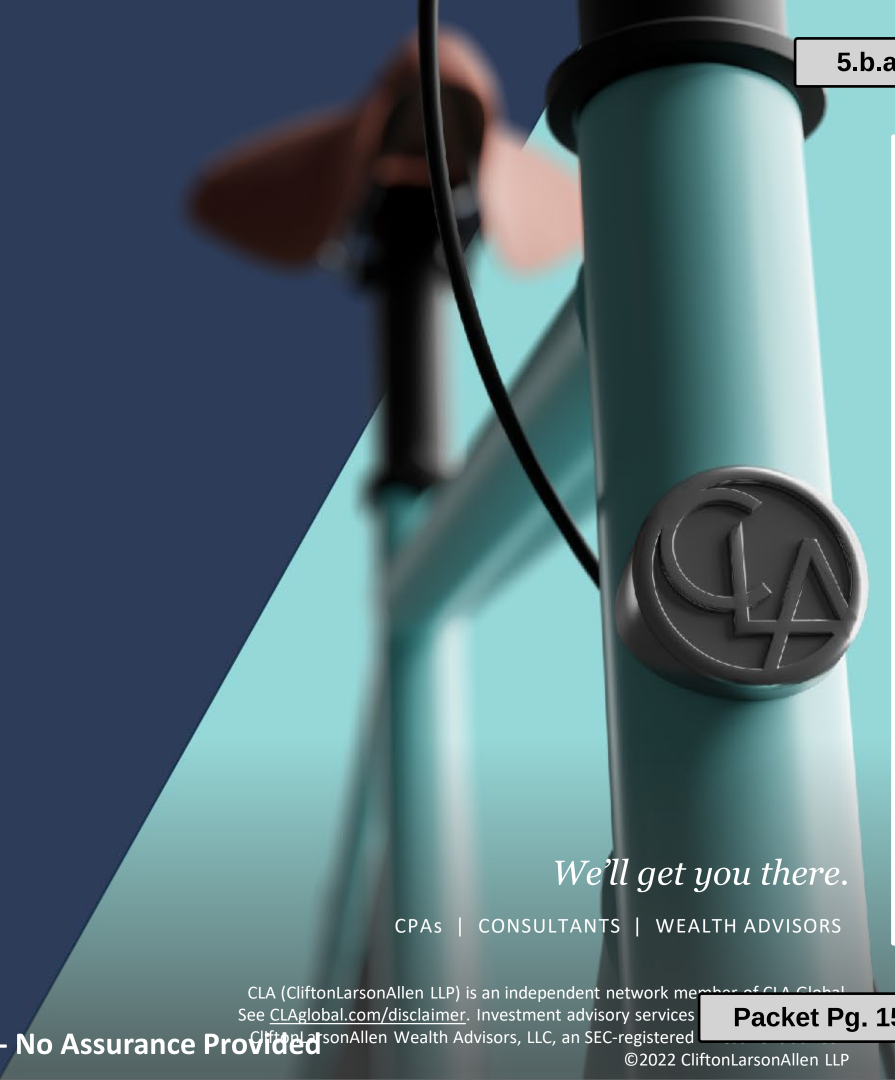
INTRODUCTION

Management ("Management") of Lasata Care Center (the "Organization“ or “Lasata”) is in the process of conducting the preliminary analysis of a variety of strategies that it may choose to explore further (along with understanding the effect of changes in key assumptions on the operations of the Organization).

The planning dashboards and analyses included herein have been assembled from information provided by and reviewed by Management and are intended to provide a framework and analysis of the anticipated financial performance of the Organization, including the estimated impact of a number of strategic options and or strategies. The scenarios and analyses included herein are not intended to be a complete analysis of all factors impacting the future financial performance of the Organization. **These analyses are intended for the internal use of the Organization and should not be read by or relied on by other third-party users for any purpose.**

The scenarios are based on assumptions concerning the impact of key assumptions and strategies on future financial performance. The assumptions disclosed herein, while not all-inclusive, are those that Management believes are significant to assess the anticipated financial performance of strategies and are key factors upon which the future financial results depend. In our presentation we may include prepared projected financial statements or the partial presentation of prepared financial projections (the “Prepared Projections"). The Prepared Projections omit the summary of significant accounting policies and may be in the form of a partial presentation that may omit balance sheets or statements of cash flows, and do not purport to be presented in accordance with Generally Accepted Accounting Principles. We have not compiled or examined any of the financial data utilized in the analyses and the Prepared Projections and express no assurance of any kind on it. Furthermore, even if the assumptions disclosed herein were to materialize, there will be differences between projected and actual results, because events and circumstances frequently do not occur as expected, and those differences may be material.

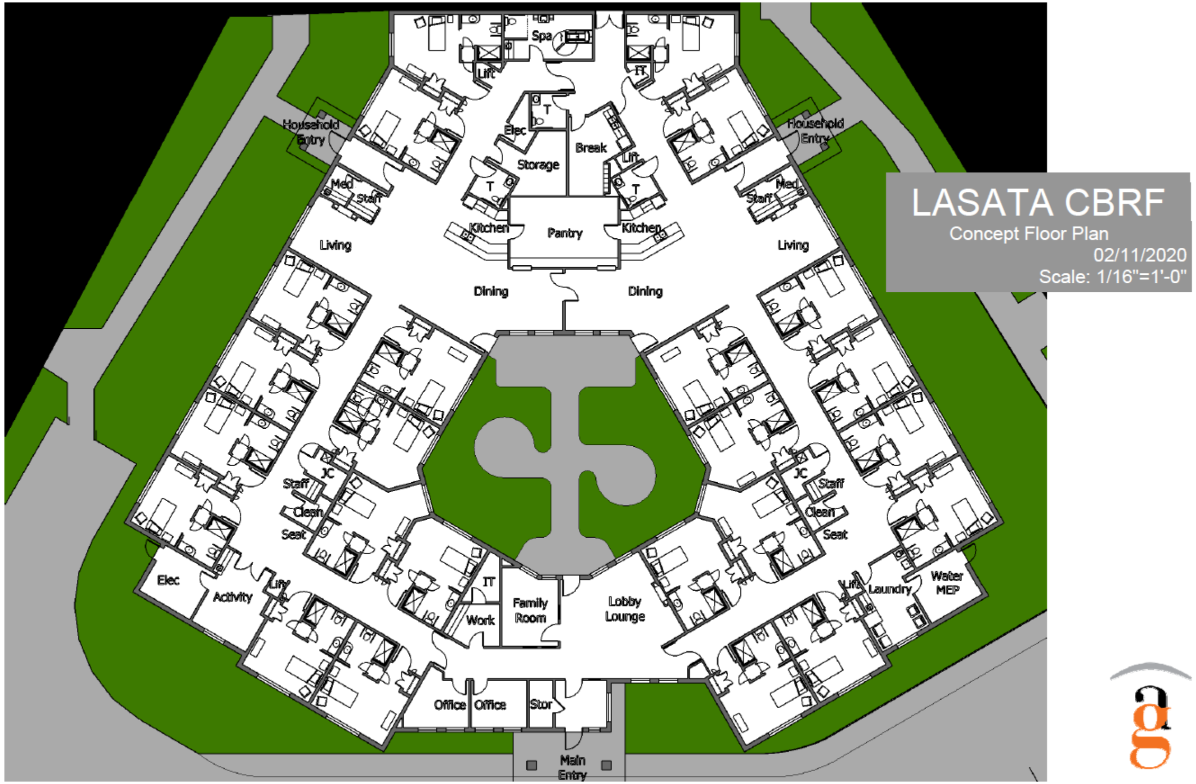
Master Planning Project Assumptions



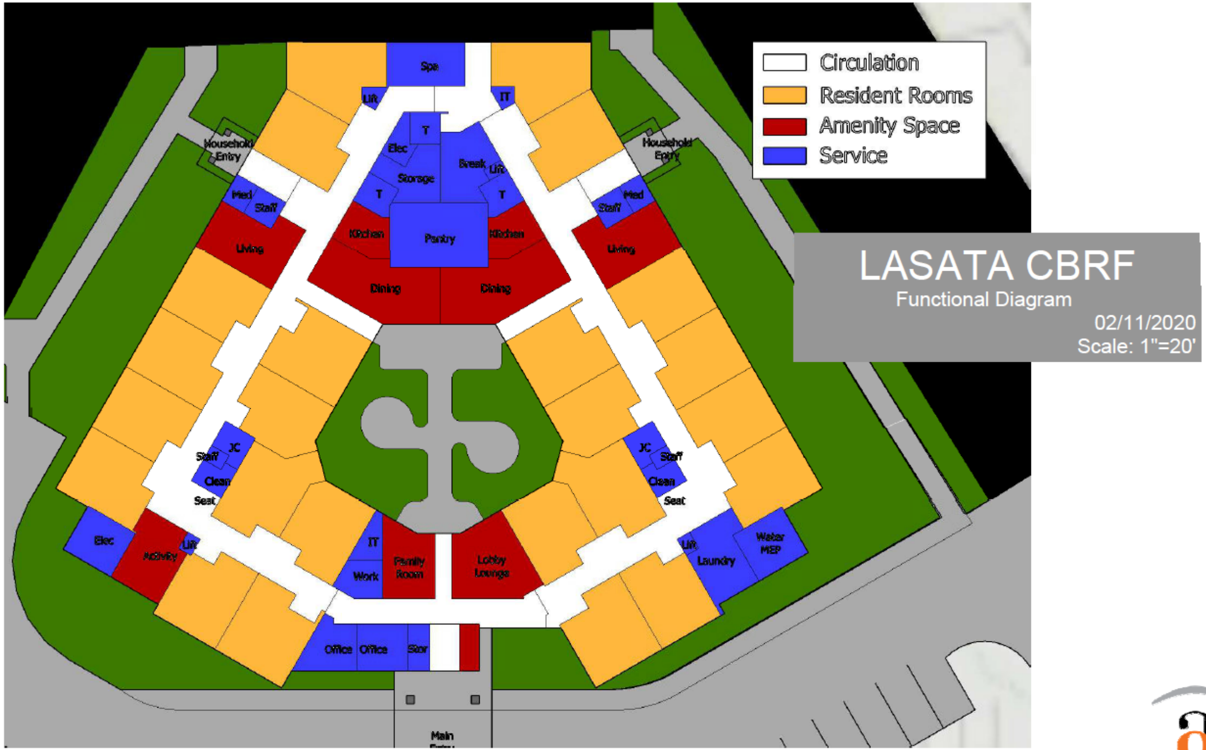
We'll get you there.

CPAs | CONSULTANTS | WEALTH ADVISORS

Concept Design



Concept Design



- 24 CBRF licensed resident rooms
- Amenity Space
- Service Space

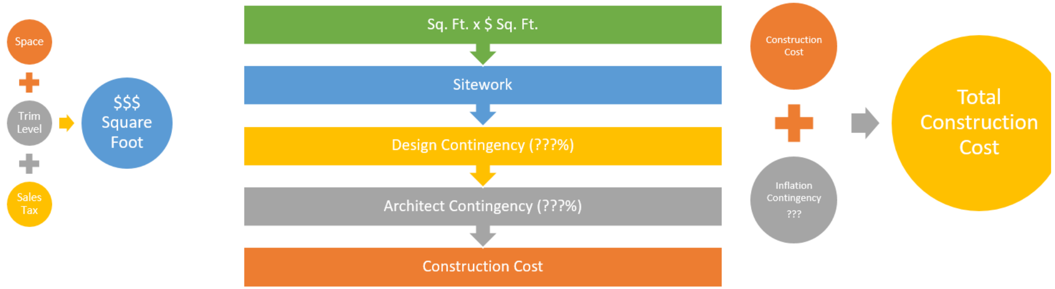
Project Cost Summary

ALTIUS
BUILDING COMPANY

Lasata CBRF Budget 2.14.2020

DESCRIPTION	CBRF	
Sitework	$	358,294
Concrete	$	254,053
Masonry	$	104,720
Metals	$	47,218
Wood & Plastics	$	623,060
Moisture & Thermal Protection	$	196,260
Doors & Windows	$	237,100
Drywall	$	145,160
Acoustical Ceiling	$	35,200
Flooring Allowance	$	111,345
Painting	$	54,435
Miscellaneous & Appliances	$	136,205
Conveying Systems	NOT INCLUDED	
Fire Protection	$	77,116
Plumbing	$	181,450
HVAC	$	453,625
Electrical	$	221,450
Construction Surveying Allowance	$	10,000
Construction Materials Testing Allowance	$	10,000
Winter Conditions Allowance	$	25,000
Temporary Electrical Consumption Allowance	$	25,000
Temporary Heat & Equipment Allowance	$	50,000
Dehumidification Allowance	$	5,000
Permit Allowance	$	11,738
General Requirements	$	269,874
SUBTOTAL	$	3,643,302
Impact Fees		
Construction Management Fee 3.00%	$	109,299
Preconstruction Fee	$	10,000
Payment and Performance Bond 0.95%	$	34,611
	$	3,797,212
Contingency (5%)	$	189,861
TOTAL COST	**$**	**3,987,073**
Gross Area (GSF)		18,145
Cost Per GSF		$219.73

Standardize the defined process to arrive at "Total Construction Cost"



The construction cost was verbally updated in December 2022 to add $350,000 without impact to project contingencies.

Project to be funded with cash.

Total construction cost $4,337,073

Project Modeling Assumptions

Assisted Living Addition	24	<< Units		Debt Issued (incl. cap int)	$	-
				Cost of Capital		4.50%
Starting Date	4/1/2023	Occupancy	95%	Equity	$	4,337
Const. Mo.	18	Months to Fill	12	Term		40
Escalation Factor	0.00%	Monthly Service Fee - AL	6,400	Financing Costs		1.00%
Const. Cost Adj.	0.0% | $	Profit Margin - AL	40%			

Operating expense assumptions:

- Operating expenses are estimated to be 60% of revenue.
- In the initial model these are illustrated as wages, however a full staffing model will be developed in the next phases.
- It is expected that a portion of the operating expenses will be classified as dietary, supplies and other operating expenses.

Project Operating Margin

Income Statement
Years Ending December 31

($ in Thousands)	2025	2026	2027	2028	2029	2030
OPERATING REVENUES						
Independent Living	-	-	-	-	-	-
Assisted Living	1,036	1,971	2,030	2,091	2,154	2,218
Skilled Nursing	-	-	-	-	-	-
Home Health	-	-	-	-	-	-
Amortization of Entrance Fees	-	-	-	-	-	-
Other Income	-	-	-	-	-	-
Adult Day Health	-	-	-	-	-	-
Not Used	-	-	-	-	-	-
0	-	-	-	-	-	-
Total Operating Revenues	1,036	1,971	2,030	2,091	2,154	2,218
Operating Revenue % Change						
Dues - Membership % of Revenue						
OPERATING EXPENSES						
Labor and Benefit Expense	622	1,182	1,218	1,254	1,292	1,331
Non Labor Expense	-	-	-	-	-	-
Real Estate Taxes	-	-	-	-	-	-
Management Fee	-	-	-	-	-	-
Lease Expense	-	-	-	-	-	-
Allocated Corporate Expenses	-	-	-	-	-	-
Other Expense	-	-	-	-	-	-
Total Non Capital Expenses	622	1,182	1,218	1,254	1,292	1,331
Operating EBIDA	415	788	812	836	861	887
Depreciation	157	161	165	169	173	177
Amortization of Issuance Costs	-	-	-	-	-	-
Amortization of Bond (Premium) Discount	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-
Total Operating Expenses	778	1,343	1,383	1,423	1,465	1,507
Operating Margin	258	628	647	668	689	711
Operating Margin %						

Project Cash Flow

($ in Thousands)	2025	2026	2027	2028	2029	2030
CASH FLOWS FROM OPERATIONS						
Change in Unrestricted Net Assets	74	450	491	535	582	631
Add: Depreciation	157	161	165	169	173	177
Bond Issuance Amortization	-	-	-	-	-	-
Amortization of Premium (Discount)	-	-	-	-	-	-
Net Working Capital Needs (Sources)	(11)	(10)	(1)	(1)	(1)	(1)
Amortization of Entrance Fees	-	-	-	-	-	-
Net Cash Received Entrance Fees	-	-	-	-	-	-
Initial Cash Received Entrance Fees	-	-	-	-	-	-
Adjustments to Net Cash Flows: Strategies	-	-	-	-	-	-
Net Cash Flows from Operations	220	601	655	703	754	807
CASH FLOWS FROM INVESTING ACTIVITIES						
Capitalized Property & Equipment	-	-	-	-	-	-
Routine	(61)	(63)	(65)	(67)	(69)	(69)
With Construction Funded in 2014 YE	-	-	-	-	-	-
Projects	-	-	-	-	-	-
Existing Construction Funds Used	-	-	-	-	-	-
Other Changes in Noncurrent Assets & Liabilities	-	-	-	-	-	-
Net Cash Flows from Investing Activities	(61)	(63)	(65)	(67)	(69)	(69)
CASH FLOWS FROM FINANCING ACTIVITIES						
Existing Long Term Debt	-	-	-	-	-	-
Project Long Term Debt	-	-	-	-	-	-
Proceeds from New Long Term Debt	-	-	-	-	-	-
Net Transfers (to) from Project Funds	-	-	-	-	-	-
Payment of Financing Costs	-	-	-	-	-	-
Funds Transferred to Debt Reserve Funds	-	-	-	-	-	-
Net Cash Flows from Financing Activities	-	-	-	-	-	-
Total Net Change in Cash and Reserves	159	538	591	637	685	738

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AG ARCHITECTURE

Lasata Care Center Concept Design Proposed CBRF

PRESENTED BY: Andrew Lee Alden, Senior Associate

September 2023

FUNCTIONAL PROGRAM & SPACE ALLOCATION

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DEPARTMENT NAME	Name of the department – this form may be duplicated as needed to cover all areas – for campus communities, consider the impact of location on a campus setting.		
SCOPE OF SERVICE	What services does this department provide, when, and who receives the services?		
KEY INTER & INTRA DEPARTMENTAL RELATIONSHIPS	When considering your department, what are the important connections within your department and with other departments that are necessary for its daily function?		
CRITICAL DESIGN CONSIDERATIONS	When considering your department – what are the critical "physical environment" elements we should know about? This category covers the "bricks & mortar of the space".		
SERVICE VOLUMES & PERFORMANCE INDICATORS	What is the capacity of the services you provide? A typical day/week comparison.		
STAFFING (FTE'S)	Position title	Position title	add cells as needed
	[#] FTE's	[#] FTE's	add cells as needed
OPERATIONAL OR SPACE PLANNING ISSUES	When considering your space – what are the important operational processes we should know about and how do they impact the physical layout of the space. Please consider both internal processes and if appropriate, external relationships (on campus and beyond).		
INFORMATION TECHNOLOGY	Does this department have any "IT" needs as related to telephone, computer, internet, television, nurse call, wander guard, medical records, asset management systems, etc.?		
COMMENTS/OTHER CONSIDERATIONS	This space is reserved for additional information not covered in the categories above. We prefer to err on the side of too much information, as opposed to not enough. Feel free to continue on the back side of the form		

Lasata Senior Living Campus

Cedarburg, WI

February 2020
Revised: 02/11/2020

DRAFT

SPACE PROGRAM (24 Residents - 2 Households of 12 Each)

Community Based Residential Facility (CBRF) Class CNA

1.0 SUPPORT SPACES

	Support Spaces	Quantity	Units S.F.	Area S.F.	Notes
0.1	Vestibule	1	166	166	walk off matt, seating, storage closet
0.2	Lobby / Small Reception Desk	0	0	0	possible volunteer greeter, sign in (COMBINED WITH LOBBY LOUNGE)
0.3	Copy / File / Work Room	1	90	90	cabinetry, counter, copy machine
0.4	Conference / Family Room	1	188	188	
0.5	Office - Director of CBRF	1	133	133	
0.6	Office - Director of Nursing	1	120	120	
0.7	Electrical Main Room	1	145	145	Independent service from SNF (E-Gen)
0.8	Electrical Closet	1	45	45	
0.9	IT Main Room	1	65	65	Independent service from SNF
0.10	IT Closet	1	56	56	
0.11	Boilers / Water Heater / Water Treatment	1	144	144	Independent service from SNF
0.12	General Storage	1	167	167	
0.13	Employee Break Room	1	179	179	Refrigerator, sink, microwave, cabinetry, 12 1/2 lockers, toilet
0.14	Public Toilet	1	56	56	
	Subtotal			1,554	

2.0 RESIDENT BEDROOMS

	Resident Bedrooms	Quantity	Units S.F.	Area S.F.	Notes
0.1	Private Bedroom	24	300	7,200	3 Piece Bathrooms (toilet, sink, cabinetry, roll in shower), barnstyle bathroom door, nurse server, built in clothes closet, 3'-8" entry door, memory box at entry
	Subtotal	24		7,200	

SITE ANALYSIS

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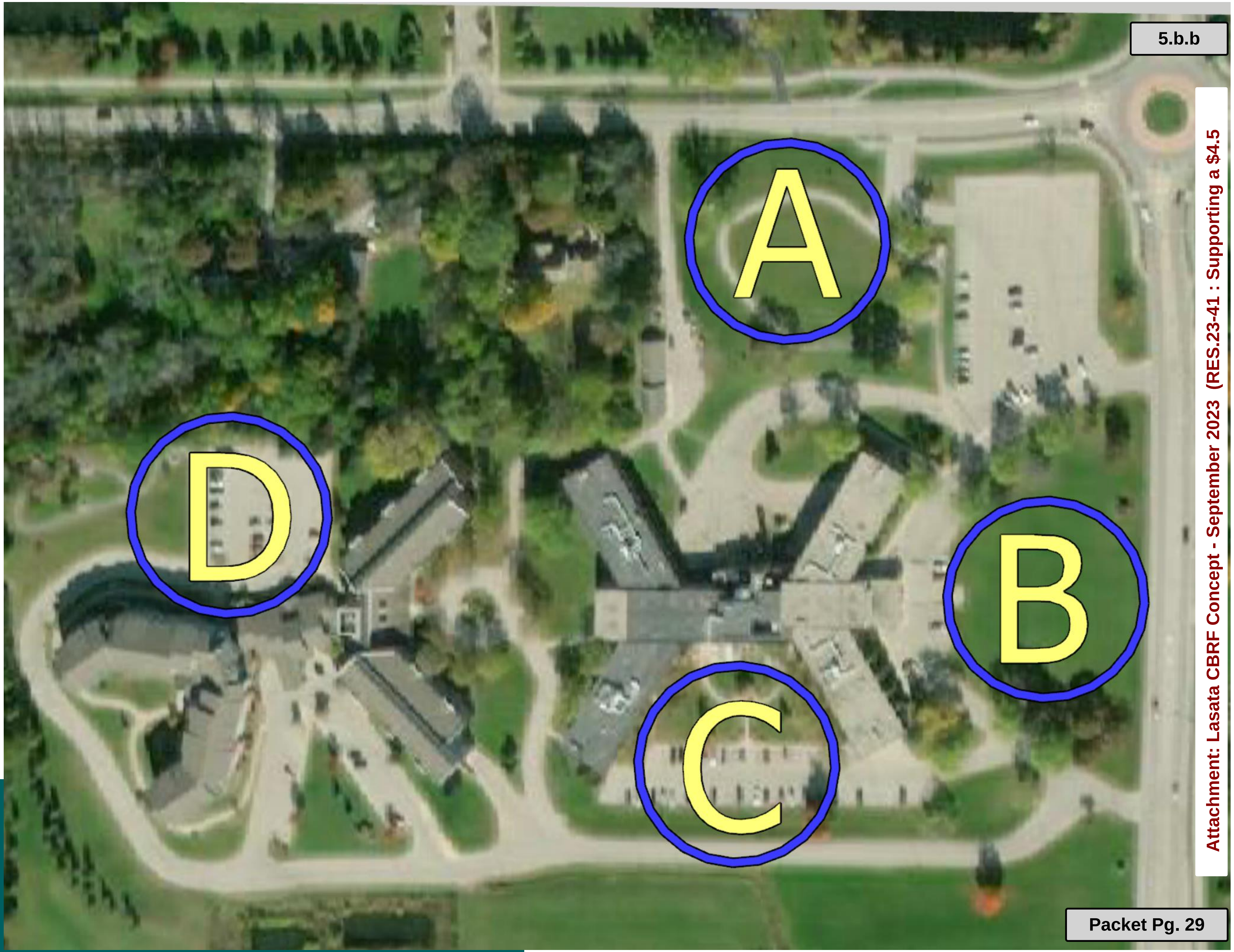
LASATA CARE CENTER

Cedarburg, WI



LASATA CARE CENTER
Cedarburg, WI

AG ARCHITECTURE

CONCEPT DESIGN

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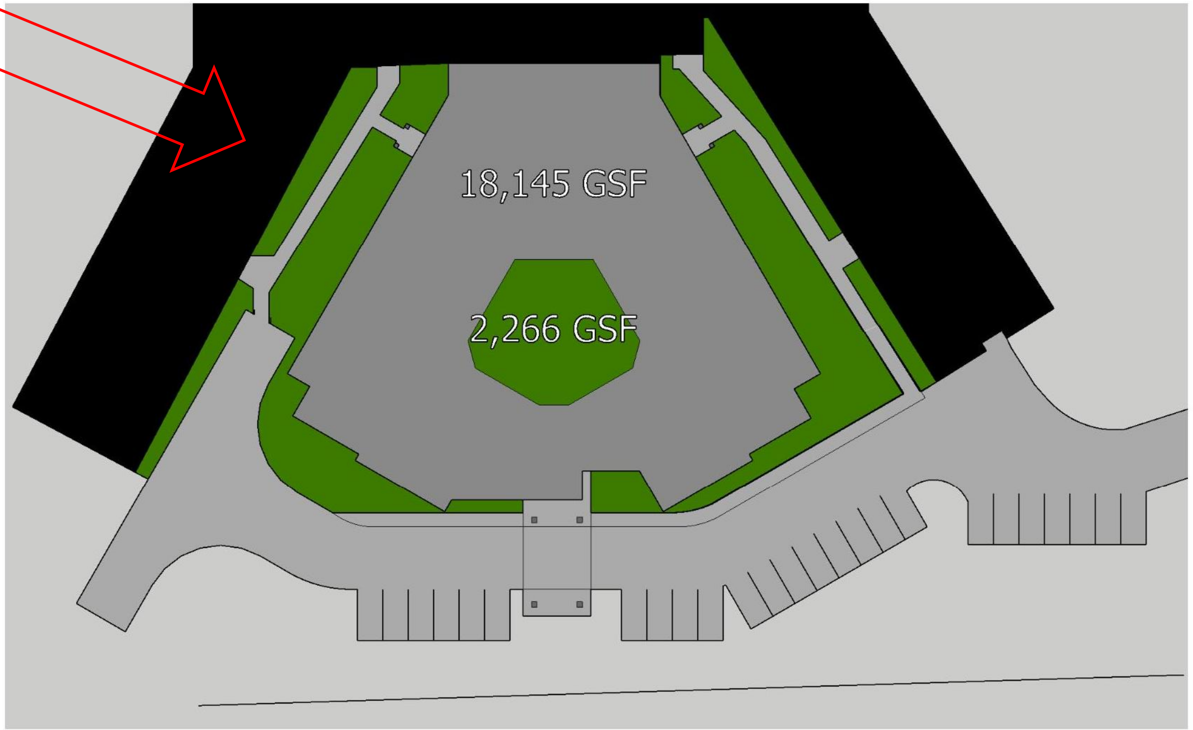
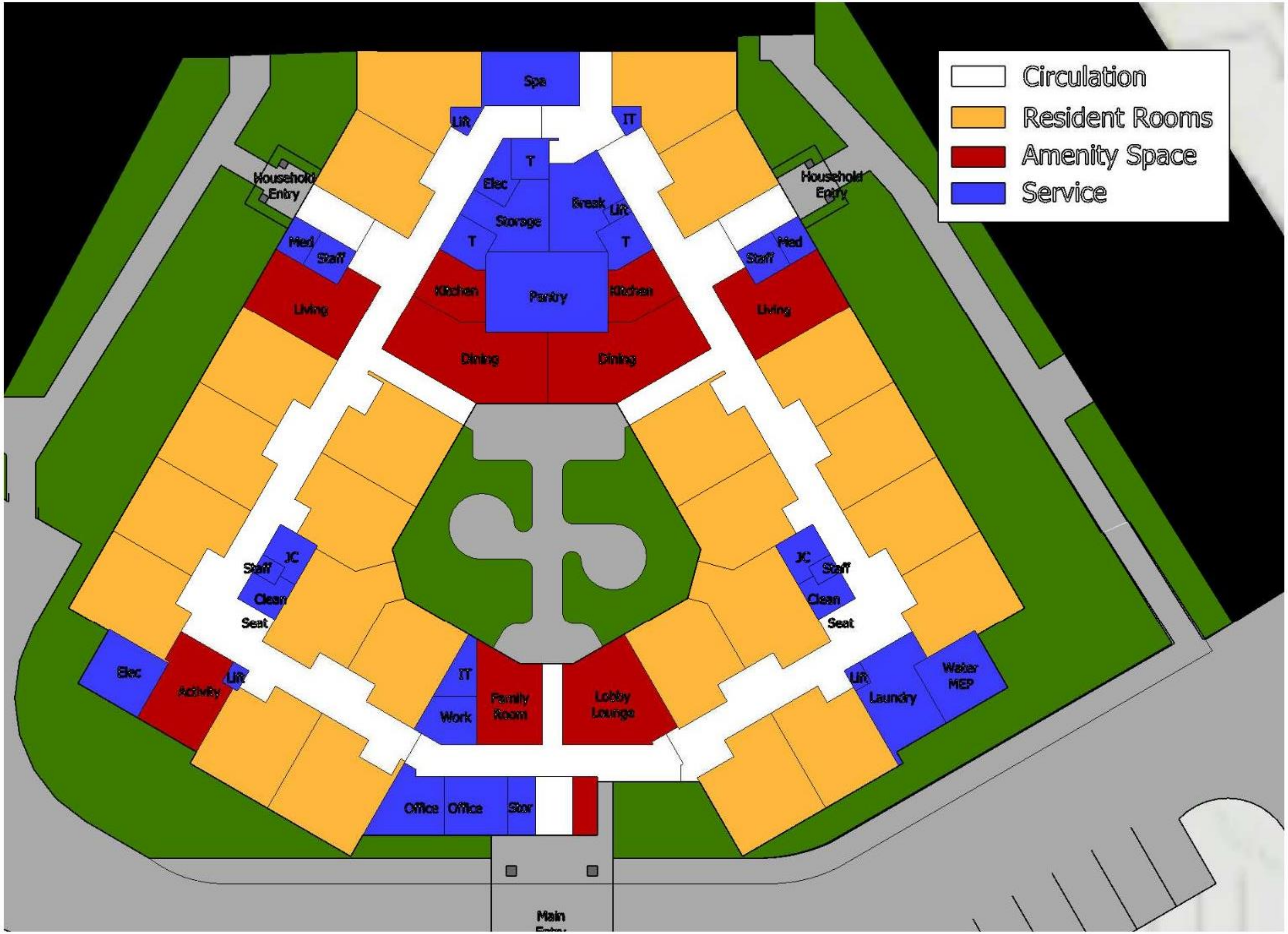
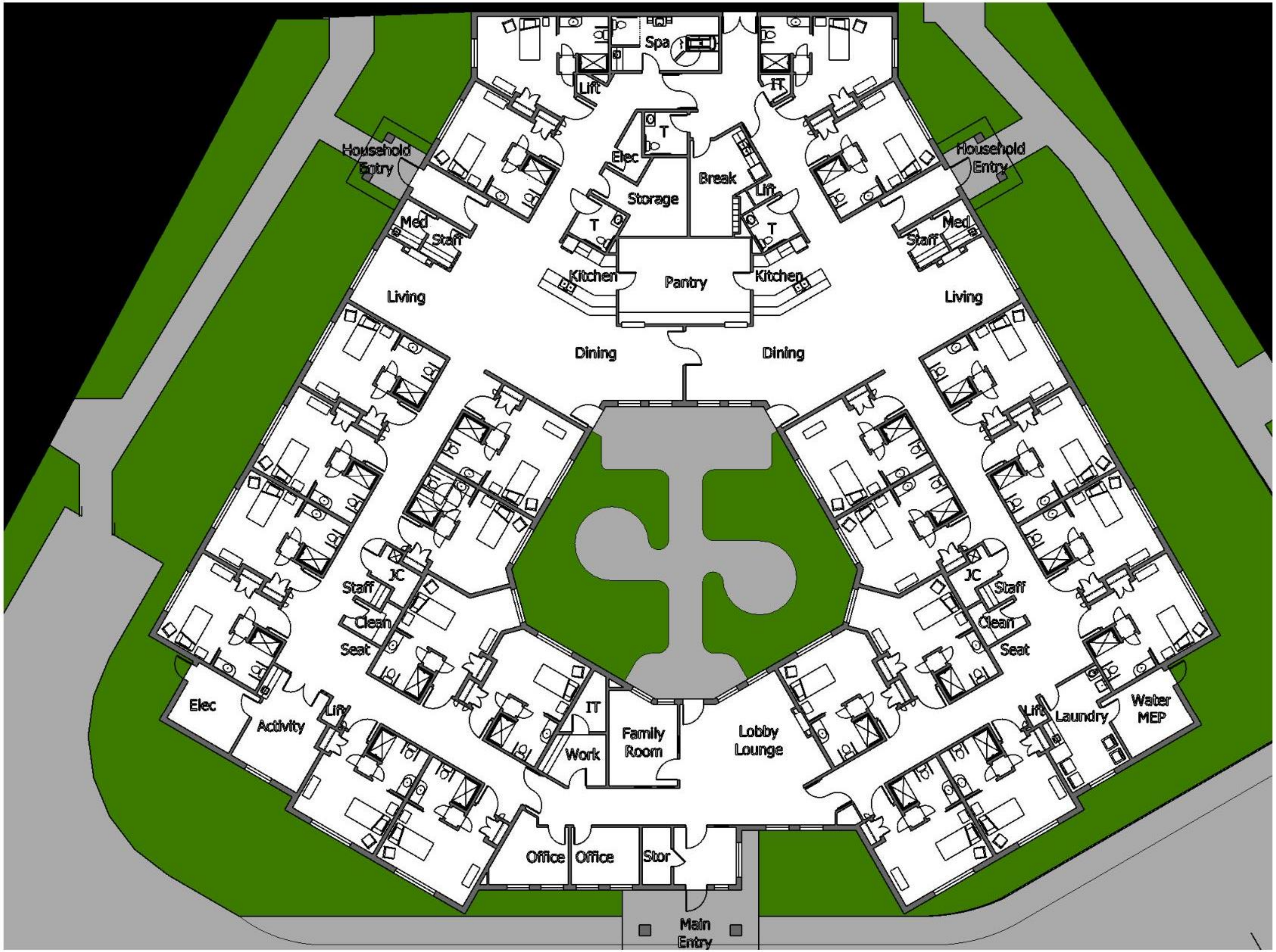
Bridge St
Bridge St
Bridge St
Bridge St
181
N Wauwatosa Rd


18,145 GSF
2,266 GSF



AG ARCHITECTU

Attachment: Lasata CBRF Concept - September 2023 (RES.23-41 : Supporting a $4.5



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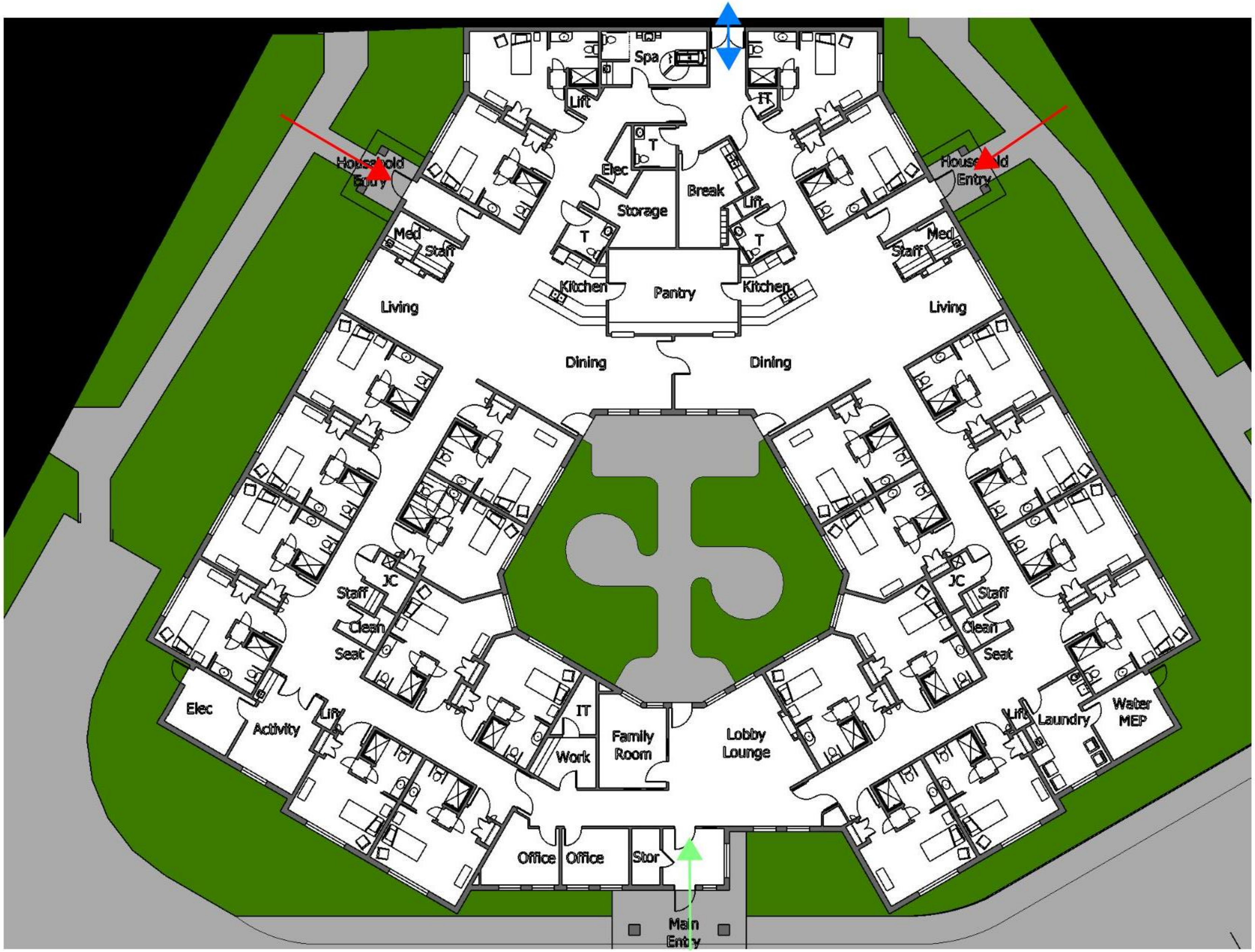

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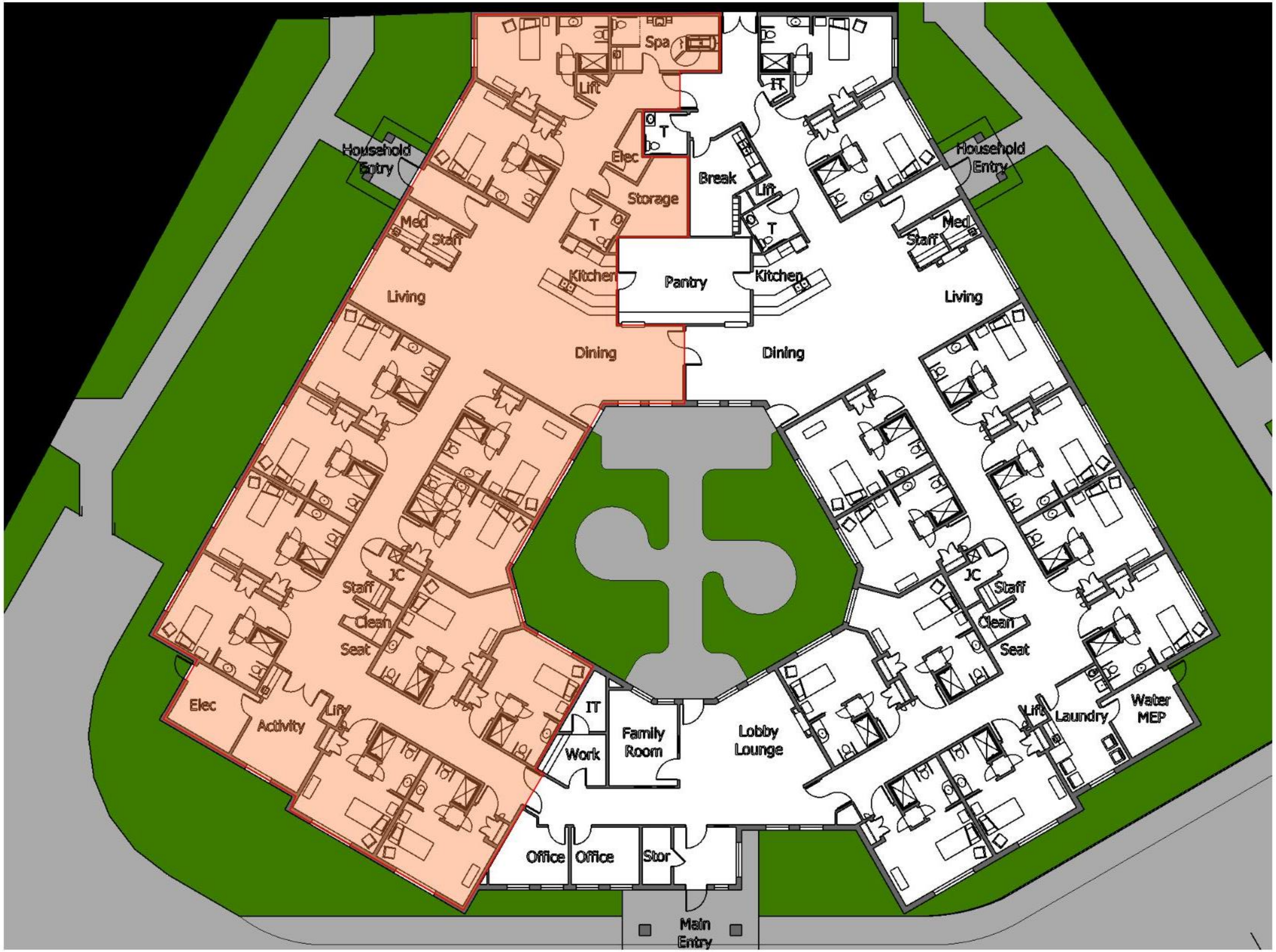

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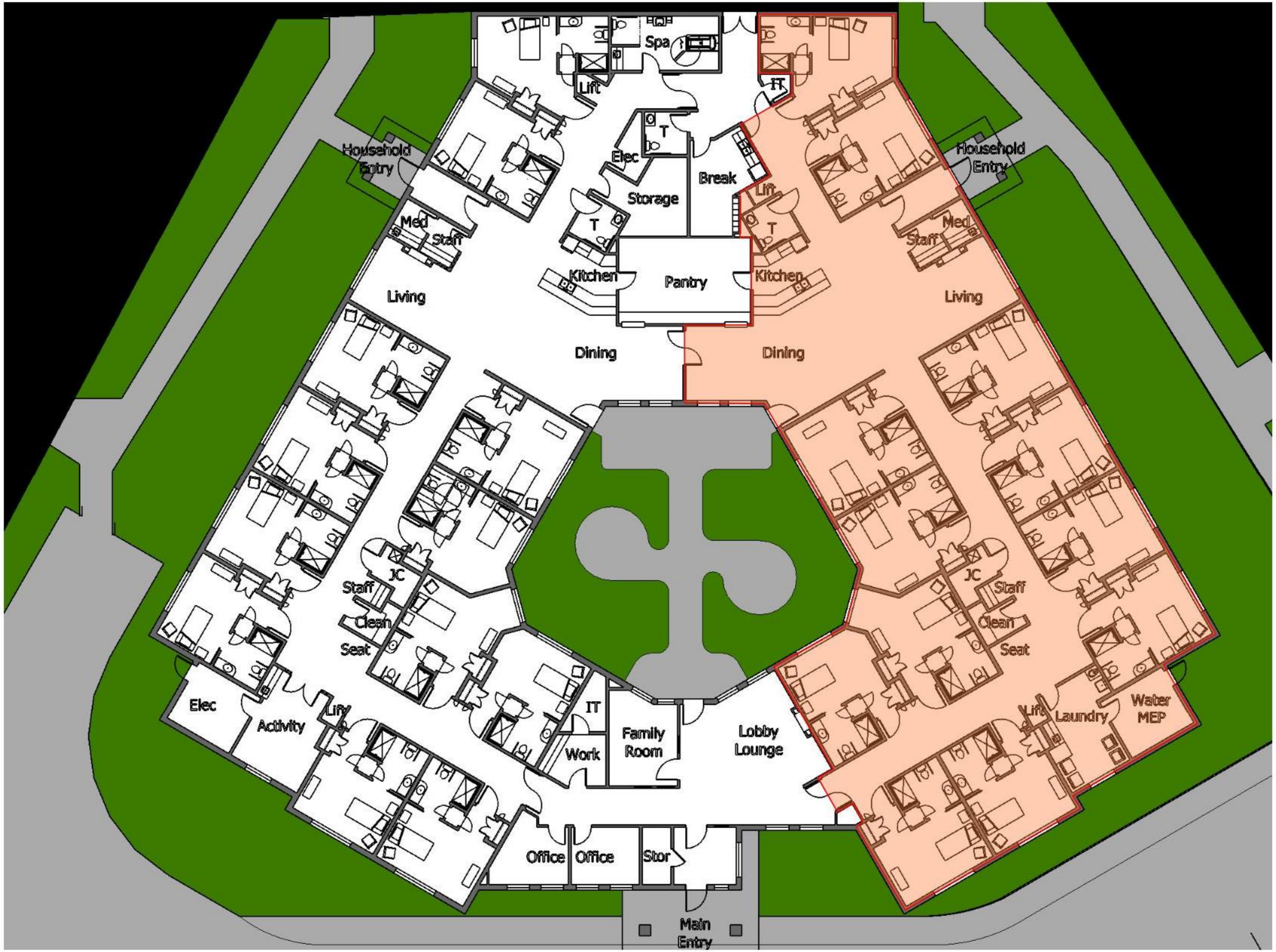
Attachment: Lasata CBRF Concept - September 2023 (RES.23-41 : Supporting a $4.5



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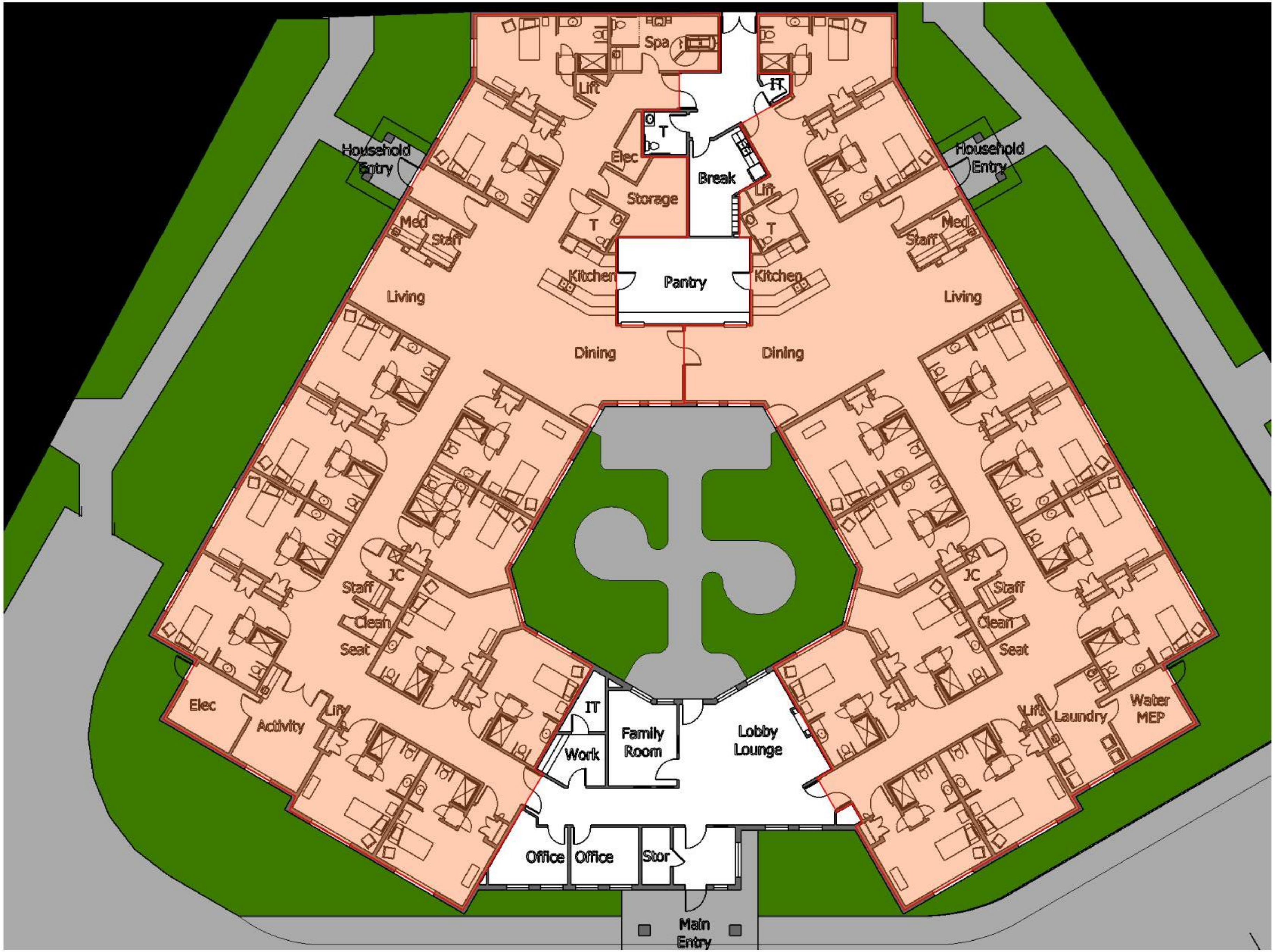
Attachment: Lasata CBRF Concept - September 2023 (RES.23-41 : Supporting a $4.5



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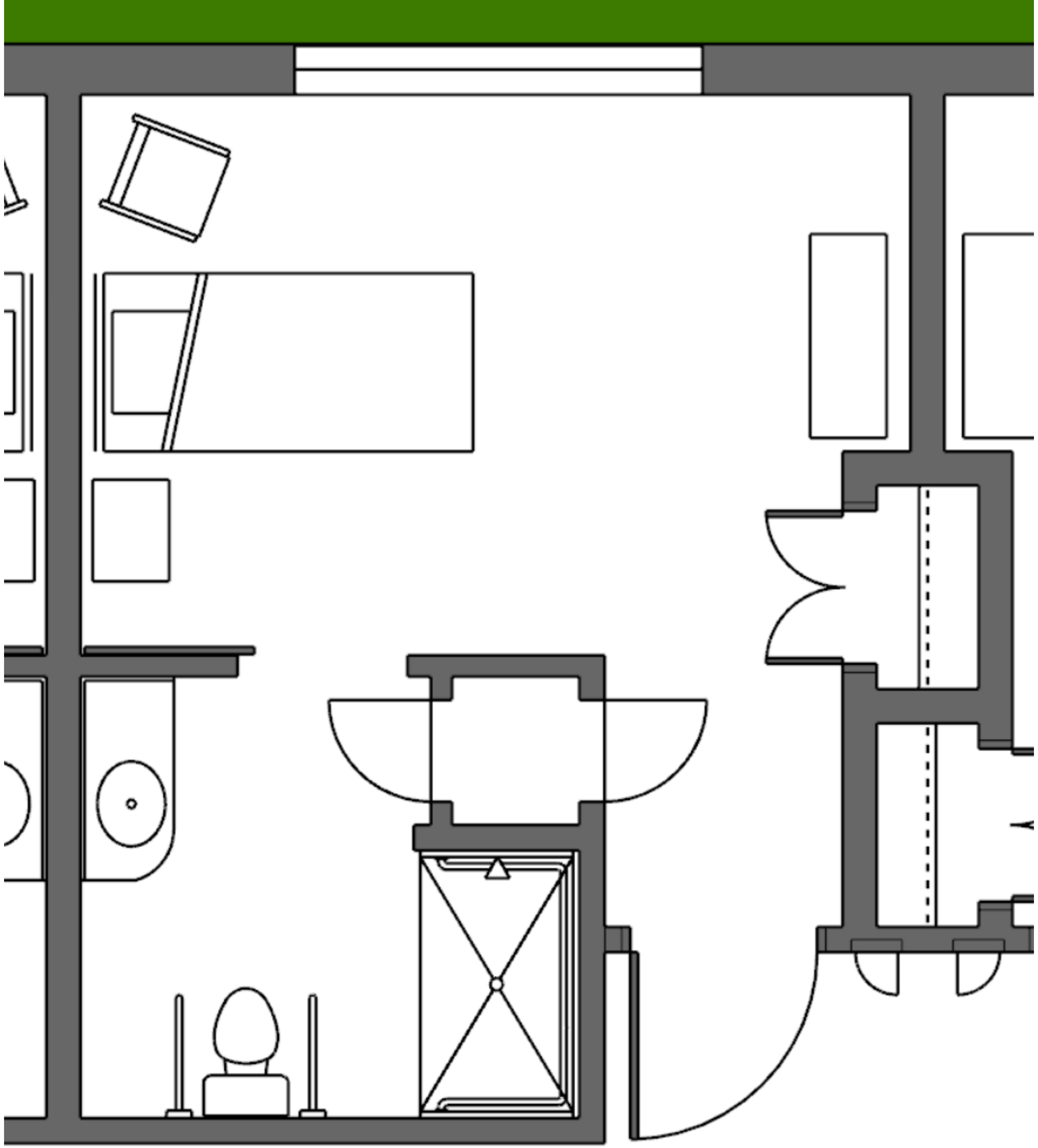

RENDERINGS

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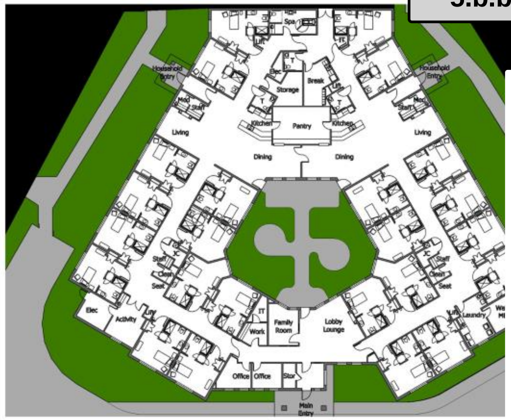

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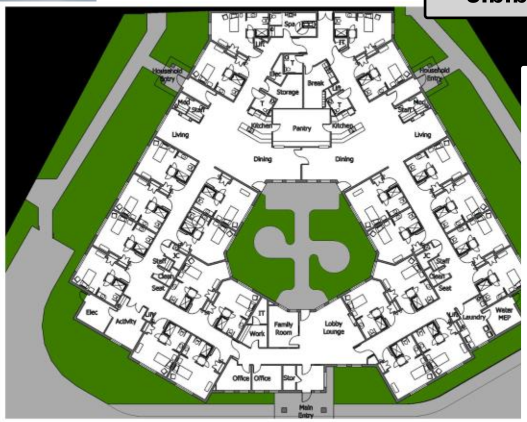

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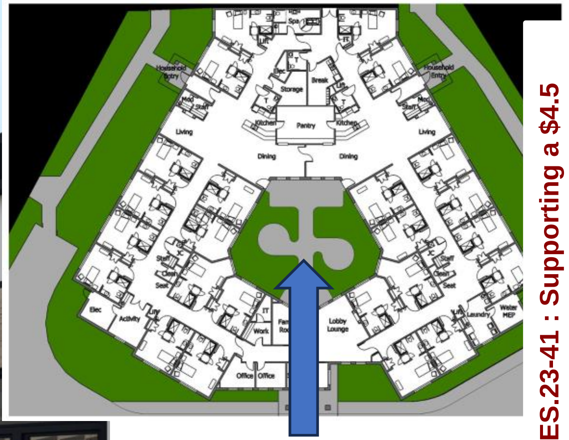

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Updated Market Assessment for CBRF Assisted Living and Memory Care Assisted Living in Cedarburg, Wisconsin

Prepared for Lasata Senior Living

May 10, 2023

Scope of Work

Completed an updated Market Assessment for Community Based Residential Facilities ("CBRF") assisted living and Memory Care assisted living in Cedarburg, Wisconsin at the existing Lasata Senior Living Campus located at W76 N677 Wauwatosa Road (the "Community"):

- **Defined PMA –** The primary market area ("PMA"), previously defined in the initial study dated August 23, 2019 and re-utilized in the updated Market Assessment herein, uses ZIP Code boundaries and was based on geographic barriers, transportation patterns, discussion Lasata Senior Living Campus ("Lasata", "you" or "Management") and our knowledge of the draw areas for senior housing.
- **Demographic Analysis –** Updated 65+ senior demographics from U.S. Census Bureau data for 2010, as well as estimates for 2023 and projections through 2028. (Note that all 2023 and 2028 demographic data is estimated/projected by Environics Analytics, a nationally recognized demographic data services company). The Milwaukee-Waukesha-West Allis, WI Metropolitan Statistical Area ("Milwaukee Metro Area") is used as a comparison and consists of Milwaukee, Ozaukee, Washington and Waukesha counties in Wisconsin.
- **Competitive Inventory –** Updated the inventory of CBRF assisted living ("CBRF AL") and memory care assisted living ("Memory Care" or "MC") in the PMA.
- **Pending –** Updated pending senior living projects in the PMA.
- **Demand Analysis –** Updated demand for CBRF assisted living and memory care assisted living in the PMA to 2028.

AL/MC Licensure in Wisconsin

In Wisconsin, there are three licensed categories of senior housing that can be considered assisted living (memory care is a subset of this category and is usually a secured area within an assisted living building or a separate component that offers specialized programming and more intensive supervision than standard assisted living developments).

Each of these is described as follows:

- **Residential Care Apartment Complex ("RCAC")** are places where five or more adults reside. Apartments must have a lockable entrance and exit; kitchen, including a stove (or microwave oven); an individual bathroom, sleeping and living area. This living option also provides to persons who reside in the place, not more than 28 hours per week of supportive services, personal assistance, nursing services, or emergency assistance.

- **Community Based Residential Facilities ("CBRF")** are places where five or more adults reside. Services provided include room and board, supervision, support services, and may include up to three hours of nursing care per week. According to the Wisconsin Department of Health and Family Services, "CBRFs can admit people of advanced age, persons with dementia, developmental disabilities, mental health problems, physical disabilities, traumatic brain injury, AIDS, alcohol and other drug abuse, correctional client, pregnant women needing counseling and/or the terminally ill."

- **Adult Family Homes ("AFH")** are for persons seeking a small congregate setting. They house up to four persons. Care guidelines are similar to CBRF's except that they can provide up to seven hours of nursing care per week. Because of the very small size of these facilities, they were not included as comparable for the purposes of this study.

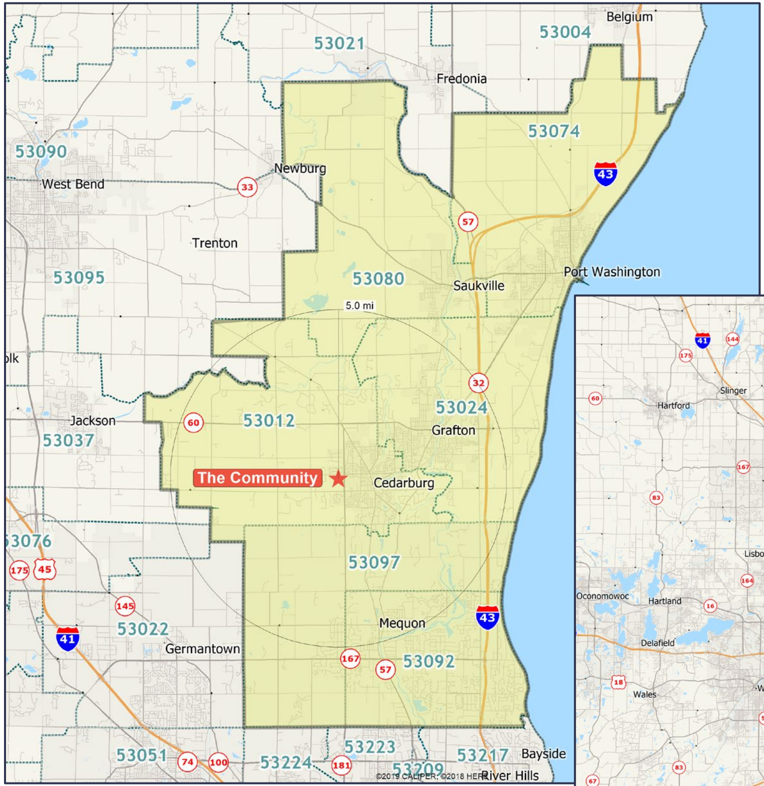
Note: All of the competitive communities for this study are licensed as CBRFs.

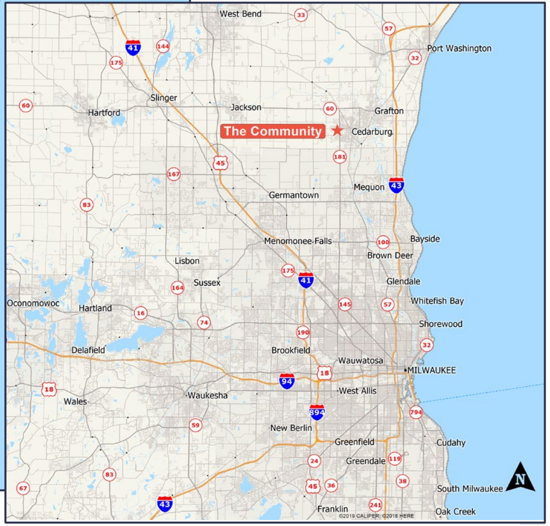
Primary Market Area

Primary Market Area

The yellow highlighted area on the map includes the ZIP codes that constitute the PMA. The included ZIP codes are listed below and the five-mile radius from The Community is shown for perspective.

- 53012
- 53024
- 53074
- 53080
- 53092
- 53097





Source: Maptitude

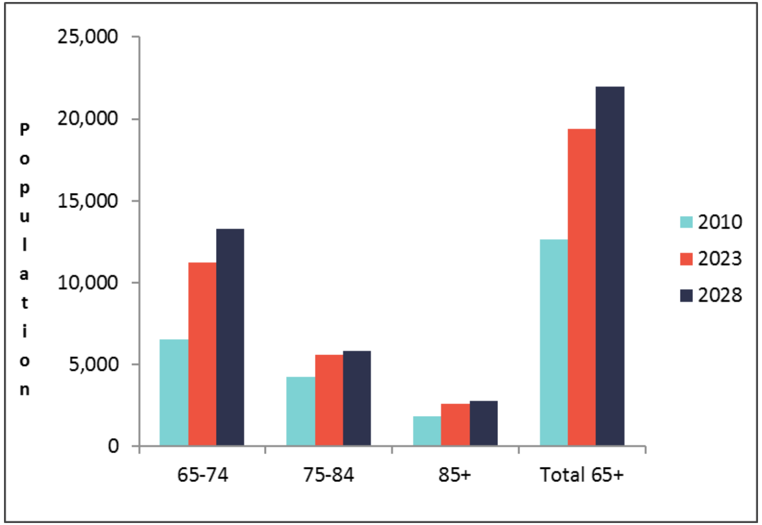
Attachment: Lasata Market Assessment - 2023 Update FINAL

Demographics

Demographic Analysis – Population

Population

- In 2023, seniors (persons age 65+) are estimated to total **19,408** persons, an increase of **6,746** persons or **53.3%** from 2010.
- The senior population is projected to increase by **2,565** people or **13.2%** from 2023 to 2028.
- The largest projected growth is in the 65-to-74 age cohort, which is projected to add **2,073** people from 2023 to 2028. While this group is not the immediate target for senior living, the growth could indicate future demand.
- Overall, seniors age 75+ are projected to increase by **492** persons, or **6.0%** from 2023 to 2028.



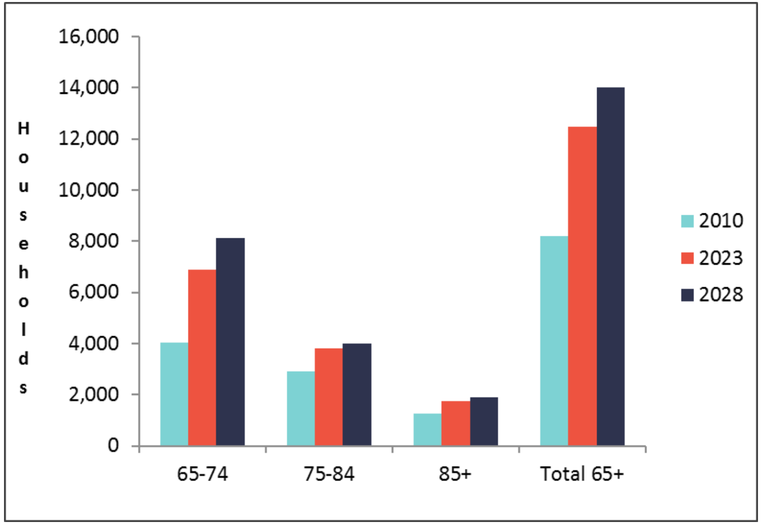
Age Cohorts	Population			% Annual Change	
	2010	2023	2028	2010 - 2023	2023 - 2028
65-74	6,565	11,228	13,301	*4.2%*	*3.4%*
75-84	4,251	5,596	5,861	*2.1%*	*0.9%*
85+	1,846	2,584	2,811	*2.6%*	*1.7%*
Total 65+	**12,662**	**19,408**	**21,973**	***3.3%***	***2.5%***

Source: Environics Analytics

Demographic Analysis – Households

Households

- Senior household trends closely parallel population trends: the 65-74 cohort compromises the most growth from 2023 to 2028.
- In 2023, senior households in the PMA are estimated to total **12,453**, an increase of **4,242** households or **51.7%** from 2010.
- Additionally, an overall increase of **1,540** households or **12.4%** is projected for 2023 to 2028.
- Senior households 75+ are projected to increase by **311** households or **5.6%** from 2023 to 2028, or about **62** households per year.



Age Cohorts	Households 2010	Households 2023	Households 2028	% Annual Change 2010 - 2023	% Annual Change 2023 - 2028
65-74	4,045	6,876	8,105	*4.2%*	*3.3%*
75-84	2,914	3,818	3,985	*2.1%*	*0.9%*
85+	1,252	1,759	1,903	*2.6%*	*1.6%*
Total 65+	**8,211**	**12,453**	**13,993**	***3.3%***	***2.4%***

Source: Environics Analytics

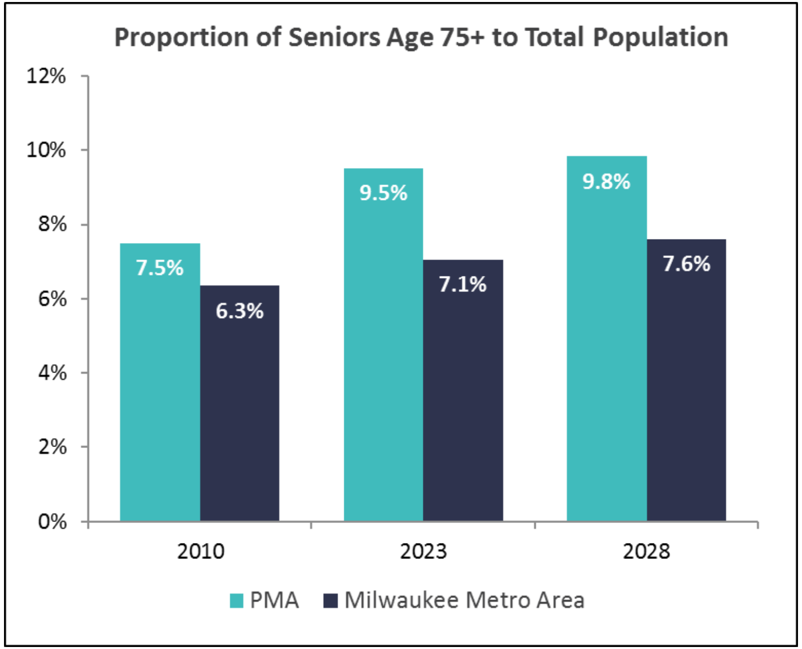
Demographic Analysis – 75+ Proportion

Proportion of Seniors in the PMA Compared to Overall Population

- An increased proportion of seniors could impact senior living in two ways:
  - **Fewer workers available** – continued workforce challenges
  - **Fewer caregivers** (adult children) – seniors may turn to formalized care if family is not a viable /assistance option

- The proportion of seniors age 75+ in the PMA is projected to increase from **9.5%** of the total population in 2023 to **9.8%** of the total population in 2028. Both percentages are significantly higher than the Milwaukee Metro Area overall.

- The total population in the PMA is expected to increase from **86,038** in 2023 to **88,175** in 2028, or **2.5%**. The total population in the Milwaukee Metro Area is expected to remain relatively consistent, growing by **763** persons during the same timeframe, or **0.0%**.

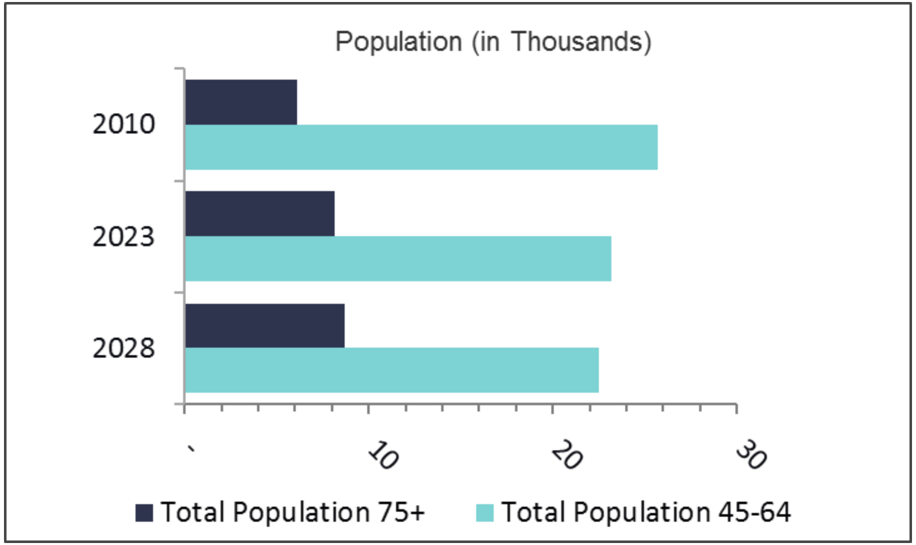


Source: Environics Analytics

Demographic Analysis – Adult Caregiver Ratio

The proportion of the population age 45-64 to the age 75+ population, or the adult caregiver ratio, can influence demand for senior care in a formalized setting.

- Persons age 45-64 (adult children and possible caregivers) in the PMA are projected to decline from **23,210** persons in 2023 to **22,502** persons in 2028, a decrease of **708** persons or **-3.1%**.
- The number of seniors age 75+ are projected to increase from **8,180** persons to **8,672** persons during the same time period, an overall increase of **492** persons or **6.0%**.
- The caregiver ratio is estimated to have decreased from **4.22** caregivers per seniors age 75+ in 2010 to **2.59** in 2028. This is due to growth in the age 75+ senior population projected from 2010 to 2028 along with a declining age 45-64 population from 2010 to 2028.
    - The declining proportion of caregivers may increase the number of seniors considering formalized senior housing options in the PMA.



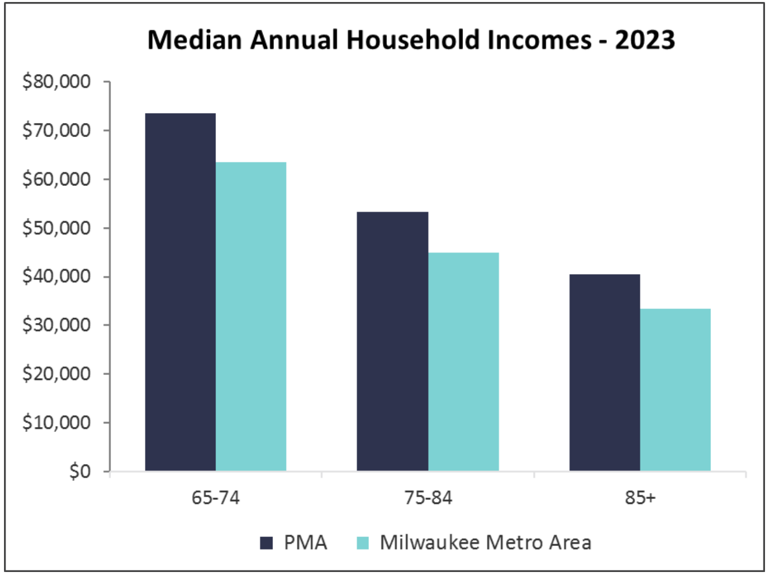
Age Cohorts	Population			% Annual Change	
	2010	2023	2028	2010-2023	2023-2028
Total Population 45-64	25,722	23,210	22,502	-0.8%	-0.6%
Total Population 75+	6,097	8,180	8,672	2.3%	1.2%
Caregiver Ratio	**4.22**	**2.84**	**2.59**		

Source: Environics Analytics

Demographic Analysis – Senior Income

Senior Income

- Senior household incomes indicate what seniors can afford to pay for senior living. Incomes in the PMA are projected to be higher than in the Milwaukee Metro Area for each senior age cohort.
- From 2023 to 2028, household incomes are projected to grow by **13.2%** for seniors age 65+ in the PMA. For comparison, the projected growth rate among seniors age 65+ in the Milwaukee Metro Area overall is **13.8%** over the five-year period.



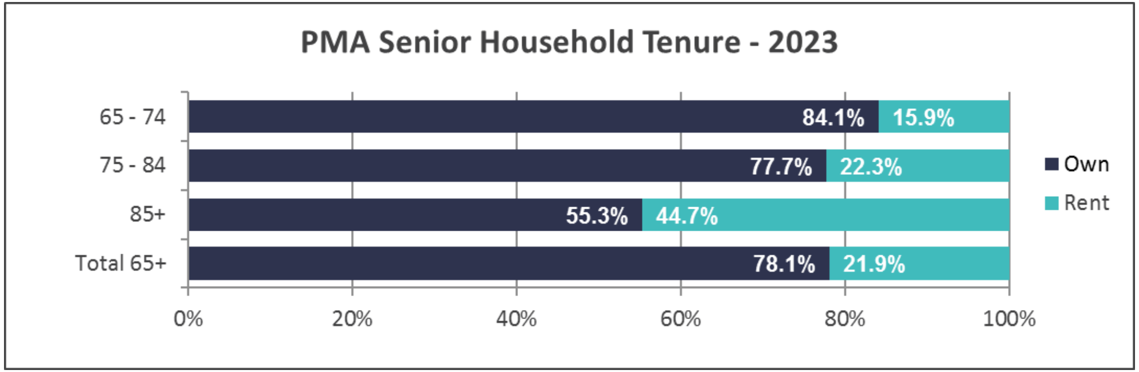
	2023 Median Incomes			2028 Median Incomes		
	65-74	75-84	85+	65-74	75-84	85+
PMA	$73,485	$53,380	$40,549	$83,307	$59,503	$45,002
Milwaukee Metro Area	$63,549	$44,942	$33,379	$72,194	$50,055	$36,490

Source: Environics Analytics

Demographic Analysis – Homeownership

Senior Homeownership - 2023

- The percentage of homeownership in the PMA indicates the percentage of seniors who could use the proceeds from the sale of a home towards senior living, supplementing their income. The percentage of homeowners has a significant impact on the number of age and income qualified seniors in the unit demand model.
- Among all PMA senior households, **78.1%** owned their housing in 2023. This ownership rate is substantially greater than the homeownership rate in the Milwaukee Metro Area overall at **69.8%**.
- As shown on the chart below, home ownership declines with age, as older seniors are more likely to move to senior living.



Source: Environics Analytics

Demographic Analysis – Housing Values

Housing Values – 2020 through YTD 2023

- The value of a senior's home relates to what they can afford to pay for alternative housing since the net proceeds of the sale of the home could be used to pay an entrance fee and senior care generally.

- As the table below shows, the weighted average of the median sales price in the PMA has risen from $**388,863** in 2020 to **$436,022** through the first 3 months of 2023. This represents an increase of **12.1%**. In the 53012 ZIP Code specifically, where the Community is located, the median sales price rose from **$404,887** in 2020 to **$485,282** through the first 3 months of 2023, representing an increase of **19.9%**.

		Annual Data									For the 3 Months Ended March 31, 2023		
		2020			2021			2022					
ZIP Code [1]	Location	Number of Homes Sold	Median Sales Price	Avg. DOM	Number of Homes Sold	Median Sales Price	Avg. DOM	Number of Homes Sold	Median Sales Price	Avg. DOM	Number of Homes Sold	Median Sales Price	Avg. DOM
53012 [1]	Cedarburg	241	$404,887	65	232	$473,005	58	180	$467,682	59	29	$485,282	68
53024	Grafton	250	363,208	73	229	417,438	58	236	448,071	62	41	429,330	71
53074	Port Washington	209	258,618	59	158	273,325	52	118	305,338	50	24	309,167	51
53080	Saukville	66	291,736	60	57	284,081	50	42	327,631	53	10	261,100	54
53092	Mequon	274	455,715	68	306	525,423	57	232	540,364	57	32	482,094	70
53097	Mequon	98	571,168	90	92	608,135	68	89	635,760	62	13	602,583	92
Total/ Wtd. Avg.		**1,138**	**$388,863**	**68**	**1,074**	**$448,265**	**57**	**897**	**$470,084**	**58**	**149**	**$436,022**	**68**

Source: Multiple Listing Service provided by Moving Station, April 2023.
Notes:
(1) Represents the ZIP Code in which the Community is located.

Attachment: Lasata Market Assessment - 2023 Update FINAL

Competitors

Competitive Recap – CBRF AL / MC

The table is a summary CBRF assisted living and memory care in the PMA. The number of units are used later in the report for estimating demand in the PMA. Note that the detailed competitive tables can be found in Appendix B.

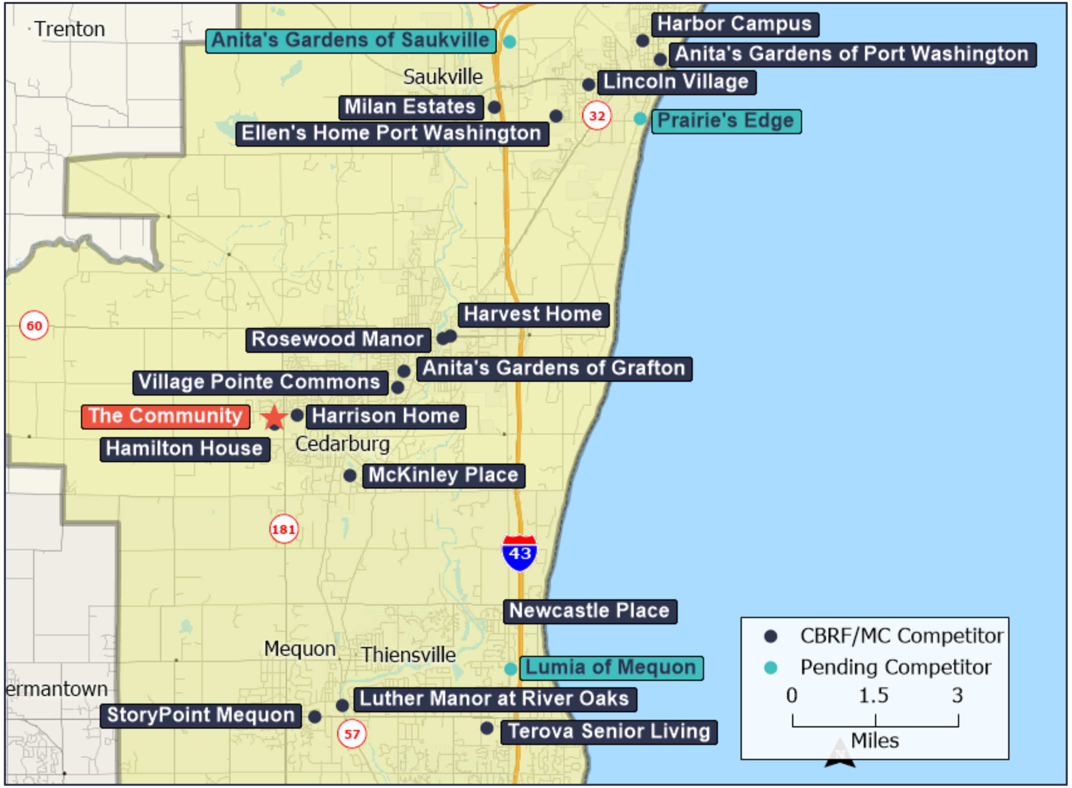
	Year Opened	CBRF Assisted Living		Memory Care		Total Numbe
		Number of Beds	Occupancy Percentage	Number of Beds	Occupancy Percentage	of CBRF AL & MC Beds
CBRF AL Communities in the PMA:						
Anita's Gardens of Port Washington	2007	0	N/A	19	94.7%	19
Anita's Gardens of Grafton	2014	0	N/A	20	100.0%	20
Ellen's Home Port Washington	2008	40	100.0%	0	N/A	40
Hamilton House	2019	0	N/A	28	92.9%	28
Harbor Campus	1993	49	*	17	94.1%	66
Harrison Home	1995	15	100.0%	0	N/A	15
Harvest Home (1)	2009	18	77.8%	0	N/A	18
Lincoln Village	2015	15	93.3%	20	80.0%	35
Luther Manor at River Oaks	2000	13	84.6%	0	N/A	13
McKinley Place	1985	65	93.8%	0	N/A	65
Milan Estates	2011	20	100.0%	0	N/A	20
Newcastle Place	2003	0	N/A	16	100.0%	16
Rosewood Manor	1994	8	100.0%	0	N/A	8
StoryPoint Mequon (2)	2015	0	N/A	40	*	40
Terova Senior Living (3)	2004	0	N/A	27	92.6%	27
Village Pointe Commons	2016	0	N/A	49	*	49
Subtotal/Weighted Average - CBRF AL Communities		**243**	**94.3%**	**236**	**93.2%**	**479**
CBRF AL Communities - Planned:						
Anita's Gardens of Saukville	Summer of 2024	24	N/A	12	N/A	36
Lumia of Mequon	Under Construction - Planned June 2023	6	N/A	26	N/A	32
Prairie's Edge	Planned - Timing Uncertain	18	N/A	18	N/A	36
Total - Planned CBRF AL Communities		**48**		**56**		**104**
Total - The CBRF AL Communities and the Planned CBRF AL Communities		**242**		**203**		**583**

Source: Telephone interviews and/or other research conducted in April and May 2023.
N/A = Not Applicable
Notes:
(1) Harvest Home was formerly known as Magnolia Hill
(2) StoryPoint Mequon was formerly known as Wright House Memory Care
(3) Terova Senior Living was formerly known as Ovation - Sarah Chudnow

Attachment: Lasata Market Assessment - 2023 Update FINAL

CBRF AL /MC Competitor Map

The map shows the location of CBRF/MC assisted living competitors and pending competitors in the PMA along with the Community.



Source: Maptitude

Pending Projects

CLA contacted staff at planning departments in the PMA to determine if any new senior housing was being proposed in the PMA. At the time of research, three projects were identified:

- **Anita's Gardens of Saukville** – Anita's Gardens of Saukville is planned to be a part of the Northern Gateway Development, created by Ansay Group, and located north of highway 33 and between I-43 and Northwoods Road. Anita's is hoping to break ground by the end of 2023 for an opening in summer of 2024. This is a planned to be 34-bed facility. Per our discussion with staff, they are planning for 2/3 of these beds to be CBRF and 1/3 to be for memory care assisted living. The new facility is planned to be state of the art, with cutting edge technology and design elements. These units were not included in our demand analysis as the project has not yet broken ground per our discussion with staff.

- **Lumia of Mequon** – Located at 11900 N Port Washington Road, the facility will have 42 assisted living and 26 memory care units. Lumia will provide dining rooms, activities rooms, a salon, a wellness fitness room, spa bathing rooms and a theater. There will also be a sunroom, lounge spaces and a walking path on the south side of the building. This project is currently under construction and is planning to open in June of 2023. 36 of the 42 assisted living units will be licensed as RCAC and the remaining 6 of the 42 AL units will provide high acuity cares and thus licensed as CBRF. These units (6 CBRF / 26 MC) were included in our demand analysis.

Pending Projects, continued

CLA contacted staff at planning departments in the PMA to determine if any new senior housing was being proposed in the PMA. At the time of research, three projects were identified:

- **Prairie's Edge** – Prairie's Edge, located at 2681 County Road C in Grafton, is planned to include three phases, the north, center and south phases. The north phase, consists of 14 lots for custom lakefront cottages and a 36-unit senior residence offering assisted living (18 CBRF) and memory care (18 CBRF memory care). The center phase is planned to consist of 156 luxury apartments in three buildings, 8 lakefront lot/cottages packages, up to 30,000 sqft. of commercial space for local professional and medical offices, neighborhood retail, and restaurants. A planned full-service health club will provide equipment, personal training and group instruction options–and membership is included for all residents. The south phase will include 9 lakefront lots for semi-custom homes, 16 pocket neighborhood homes oriented around a central courtyard, and 20 townhomes. These units were not included in our demand analysis as the project has not yet broken ground according to the City of Port Washington.

Estimated Demand

Demand Assumptions – CBRF AL

- ADL needs were applied to the age/income qualified base for CBRF, 5.7% for ages 65-74 (3+ ADL needs), 30.8% for ages 75-84 (3+ ADL needs) and 50.8% for ages 85+ (3+ ADL needs).
- CBRF monthly service fees were tested at $6,000, and $6,500 for CBRF assisted living. Each service fee was tested with 90% of annual income allotted for CBRF assisted living.
- For homeowners who are able to draw on the equity of their home, an annual income of $25,000 and $30,000 was used, respectively, for the different monthly service fee levels.
- Gross market penetration of 40% was used for CBRF assisted living, based upon the number of existing beds and the CBRF specific ADL need percentages included in the qualified population pool.
- 25% of residents will move from outside of the PMA, based on our knowledge of the draw areas for senior housing.

Estimated CBRF Demand

The following table shows the demand for CBRF assisted living units in 2023, 2025 and 2028 in the PMA.

	Estimated Demand						
	2023			2025	2028		
	Gross Demand	Less: Existing Units	Net Demand	Net Demand	Gross Demand	Less: Existing Units	Net Demand
CBRF ASSISTED LIVING:							
Rents Starting at…							
$6,000/Month in 2023 dollars	561	(454)	107	111	572	(454)	118
$6,500/Month in 2023 dollars	532	(454)	78	82	541	(454)	87

Source: CliftonLarsonAllen LLP

The estimated demand shown in the tables is net of existing units; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level. Demand for assisted living and memory care assisted living overlaps.

Demand Assumptions – MC

- Incidence of dementia was applied to the age/income qualified base of residents living alone for memory care 3.2% for ages 65-74, 17.6% for ages 75-84 and 32.8% for ages 85+.
- Memory care monthly service fees were tested at $7,000 per month. Each service fee was tested with 90% of annual income allotted for memory care assisted living.
- For homeowners who are able to draw on the equity of their home, an annual income of $35,000 was used for the monthly service fee.
- Gross market penetration of 40% was used for memory care assisted living, based upon the number of existing beds and the CBRF specific ADL need percentages included in the qualified population pool.
- 25% of residents will move from outside of the PMA, based on our knowledge of the draw areas for senior housing.

Estimated Memory Care Demand

The following table shows the demand for memory care assisted living units in 2023, 2025 and 2028 in the PMA.

	Estimated Demand						
	2023			2025	2028		
	Gross Demand	Less: Existing Units	Net Demand	Net Demand	Gross Demand	Less: Existing Units	Net Demand
CBRF MEMORY CARE ASSISTED LIVING:							
Rents Starting at…							
$7,000/Month in 2023 dollars	280	(249)	31	34	287	(249)	38

Source: CliftonLarsonAllen LLP

The estimated demand shown in the tables is net of existing units; that is, demand for new development. Demand for assisted living and memory care assisted living overlaps.

Observations

Observations

- Seniors age 75+ are projected to increase by 492 people or 6.0% from 2023 to 2028, which is the key market for housing with services.
- The proportion of seniors age 75+ relative to the overall population in the PMA is expected to increase into 2028 from 9.5% to 9.8%, as seniors age 75+ have been growing at a more rapid pace than the overall population.
- Incomes in the PMA for seniors age 65+ are projected to increase 13.2% over the next five years, from a median income of $61,843 in 2023 to $69,994 in 2028.
- The weighted average of the median sales price in the PMA has risen from $388,863 in 2020 to $436,022 through March 2023, substantial increase of 12.1%. Additionally, 78.1% of seniors age 65+ estimated to own their homes, this indicates that there is significant proportion of the senior population who can afford or supplement the cost of senior housing with the proceeds fror the sale of their home.
- There are 243 CBRF assisted living beds in the PMA with an overall occupancy of 94.3%. There are 236 memory care assisted living beds in the PMA with an overall occupancy of 93.2%. As an industry standard for both CBRF and memory care assisted living, 93.0 percent occupancy is considered stabilized.

Observations (cont.)

- There are three pending projects in the PMA—
  - **Anita's Gardens of Saukville** would add 24 beds of CBRF assisted living and 12 beds of memory care assisted living upon completion. While Anita Gardens of Saukville was not included in demand calculations since it is not yet under construction, management should continue to monitor the status of this planned development as it would likely be a direct competitor to the Community.
  - **Lumia of Mequon** would add 6 beds of CBRF assisted living and 26 beds of memory care assisted living upon completion. Lumia of Mequon is included in demand calculations since it is under construction, and Management should continue to monitor the status of this planned development as it would likely be a direct competitor to the Community.
  - **Prairie's Edge** would add 18 beds of CBRF assisted living and 18 beds of memory care assisted living upon completion. While Prairie's Edge was n included in demand calculations since it is not yet under construction, management should continue to monitor the status of this planned development as it would likely be a direct competitor to the Community.
- There is significant estimated demand in the PMA for CBRF assisted living at $6,000 and $6,500 per month. There is moderate estimated demand in the PMA for memory care assisted living at $7,000 per month.
- Based on the results of this study, CLA believes there would be a market to support CBRF beds and a limited number of memor care assisted living at the Lasata Senior Living campus.

Disclaimer

- The objective of this engagement was to collect and analyze as much data on the market as outlined in the Process Outline. CLA assumes no responsibility for matters legal in character. Certain information and statistics contained in this report, which are the basis for conclusions contained in the report, have been provided by other independent sources. While we believe this information is reliable, it has not been independently verified by us and we assume no responsibility for its accuracy. The conclusions in the report are based on our best judgments as market research consultants. CLA disclaims any express or implied warranty of assurance or representation that the projections or conclusions will be realized as stated. The result of the proposed project may be achieved, but may also vary due to changing market conditions, changes in facts that were the basis of the conclusions in the report or other unforeseen circumstances.

- Note that this Market Assessment should in no way be used to finance a project. Once a final housing concept has been defined, a full market Feasibility Study should be conducted prior to making a decision to proceed with a project. This document is for the internal-use-only of Lasata and should not be distributed to third parties

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Appendix A

Detailed Demographic Tables

PMA SENIOR POPULATION GROWTH 2010 - 2028

	Total Age 65 & Over			Annual Percentage Change	
	2010	2023	2028	2010-2023	2023-2028
PMA	12,662	19,408	21,973	3.3%	2.5%
Milwaukee Metro Area	195,832	276,028	308,228	2.7%	2.2%
	Age 65-74			**Annual Percentage Change**	
	2010	2023	2028	2010-2023	2023-2028
PMA	6,565	11,228	13,301	4.2%	3.4%
Milwaukee Metro Area	97,034	165,510	189,046	4.2%	2.7%
	Age 75-84			**Annual Percentage Change**	
	2010	2023	2028	2010-2023	2023-2028
PMA	4,251	5,596	5,861	2.1%	0.9%
Milwaukee Metro Area	67,521	77,064	85,179	1.0%	2.0%
	Age 85 & Over			**Annual Percentage Change**	
	2010	2023	2028	2010-2023	2023-2028
PMA	1,846	2,584	2,811	2.6%	1.7%
Milwaukee Metro Area	31,277	33,454	34,003	0.5%	0.3%

Source: Environics Analytics

PMA SENIOR HOUSEHOLD GROWTH
2010 - 2028

	Total Age 65 & Over			Annual Percentage Change	
	2010	2023	2028	2010-2023	2023-2028
PMA	8,211	12,453	13,993	3.3%	2.4%
Milwaukee Metro Area	130,477	181,088	201,408	2.6%	2.1%
	Age 65-74			**Annual Percentage Change**	
	2010	2023	2028	2010-2023	2023-2028
PMA	4,045	6,876	8,105	4.2%	3.3%
Milwaukee Metro Area	62,346	105,390	119,819	4.1%	2.6%
	Age 75-84			**Annual Percentage Change**	
	2010	2023	2028	2010-2023	2023-2028
PMA	2,914	3,818	3,985	2.1%	0.9%
Milwaukee Metro Area	46,754	52,901	58,411	1.0%	2.0%
	Age 85 & Over			**Annual Percentage Change**	
	2010	2023	2028	2010-2023	2023-2028
PMA	1,252	1,759	1,903	2.6%	1.6%
Milwaukee Metro Area	21,377	22,797	23,178	0.5%	0.3%

Source: Environics Analytics

TOTAL POPULATION AND HOUSEHOLD GROWTH - PMA
2010 - 2028

Total Population/Household Growth

	Population			Annual Percentage Change	
	2010	2023	2028	2010-2023	2023-2028
PMA	81,369	86,038	88,175	0.4%	0.5%
Milwaukee Metro Area	1,555,906	1,565,673	1,566,436	0.0%	0.0%
	Households			**Annual Percentage Change**	
	2010	2023	2028	2010-2023	2023-2028
PMA	32,368	35,009	36,025	0.6%	0.6%
Milwaukee Metro Area	622,087	651,134	656,071	0.4%	0.2%

Age 75+ As Percent of Total Population/Households

	Population			Annual Percentage Change	
	2010	2023	2028	2010-2023	2023-2028
PMA	7.5%	9.5%	9.8%	1.8%	0.7%
Milwaukee Metro Area	6.3%	7.1%	7.6%	0.8%	1.5%
	Households			**Annual Percentage Change**	
	2010	2023	2028	2010-2023	2023-2028
PMA	12.9%	15.9%	16.3%	1.7%	0.5%
Milwaukee Metro Area	11.0%	11.6%	12.4%	0.5%	1.4%

Source: Environics Analytics

PMA CAREGIVER RATIO 2010 - 2028					
Population					
	Adult Caregivers (Age 45-64)			**Annual Percentage Change**	
	2010	2023	2028	2010-2023	2023-2028
PMA	25,722	23,210	22,502	-0.8%	-0.6%
Milwaukee Metro Area	416,841	387,725	378,263	-0.6%	-0.5%
	Seniors Age 75+			**Annual Percentage Change**	
	2010	2023	2028	2010-2023	2023-2028
PMA	6,097	8,180	8,672	2.3%	1.2%
Milwaukee Metro Area	98,798	110,518	119,182	0.9%	1.5%
Caregiver Ratio					
	Population			**Annual Percentage Change**	
	2010	2023	2028	2010-2023	2023-2028
PMA	4.22	2.84	2.59	-3.0%	-1.8%
Milwaukee Metro Area	4.22	3.51	3.17	-1.4%	-2.0%

Source: Environics Analytics

PMA SENIOR HOUSEHOLD INCOME 2023 & 2028										
	PMA					Milwaukee Metro Area				
	2023		2028		2023-2028	2023		2028		2023-2028
	Number	Percent	Number	Percent	Change	Number	Percent	Number	Percent	Change
Age 65-74										
Less than $25,000	860	12.5%	845	10.4%	-1.7%	18,409	17.5%	17,551	14.6%	-4.7%
$25,000 - 34,999	483	7.0%	461	5.7%	-4.6%	9,553	9.1%	9,779	8.2%	2.4%
$35,000 - 49,999	846	12.3%	891	11.0%	5.3%	13,458	12.8%	13,252	11.1%	-1.5%
$50,000 - 74,999	1,322	19.2%	1,450	17.9%	9.7%	19,716	18.7%	21,515	18.0%	9.1%
$75,000 - 99,999	1,028	15.0%	1,144	14.1%	11.3%	13,936	13.2%	15,631	13.0%	12.2%
$100,000 - 149,999	1,215	17.7%	1,573	19.4%	29.5%	15,662	14.9%	19,335	16.1%	23.5%
$150,000 - 199,999	385	5.6%	553	6.8%	43.6%	6,037	5.7%	8,610	7.2%	42.6%
$200,000 or more	737	10.7%	1,188	14.7%	61.2%	8,619	8.2%	14,146	11.8%	64.1%
Subtotal	6,876	100.0%	8,105	100.0%	17.9%	105,390	100.0%	119,819	100.0%	13.7%
Median Income	**$73,485**		**$83,307**		**13.4%**	**$63,549**		**$72,194**		**13.6%**
Age 75-84										
Less than $25,000	774	20.3%	713	17.9%	-7.9%	13,770	26.0%	13,630	23.3%	-1.0%
$25,000 - 34,999	443	11.6%	388	9.7%	-12.4%	7,194	13.6%	7,575	13.0%	5.3%
$35,000 - 49,999	574	15.0%	567	14.2%	-1.2%	7,903	14.9%	7,973	13.6%	0.9%
$50,000 - 74,999	752	19.7%	771	19.3%	2.5%	9,668	18.3%	10,717	18.3%	10.9%
$75,000 - 99,999	426	11.2%	443	11.1%	4.0%	4,914	9.3%	5,569	9.5%	13.3%
$100,000 - 149,999	517	13.5%	624	15.7%	20.7%	5,693	10.8%	7,114	12.2%	25.0%
$150,000 - 199,999	124	3.2%	166	4.2%	33.9%	1,683	3.2%	2,428	4.2%	44.3%
$200,000 or more	208	5.4%	313	7.9%	50.5%	2,076	3.9%	3,405	5.8%	64.0%
Subtotal	3,818	100.0%	3,985	100.0%	4.4%	52,901	100.0%	58,411	100.0%	10.4%
Median Income	**$53,380**		**$59,503**		**11.5%**	**$44,942**		**$50,055**		**11.4%**

Source: Environics Analytics

PMA SENIOR HOUSEHOLD INCOME (CONT.) 2023 & 2028	PMA					Milwaukee Metro Area				
	2023		2028		2023-2028	2023		2028		2023-2028
	Number	Percent	Number	Percent	Change	Number	Percent	Number	Percent	Change
Age 85+										
Less than $25,000	544	30.9%	537	28.2%	-1.3%	8,485	37.2%	7,805	33.7%	-8.0%
$25,000 - 34,999	227	12.9%	219	11.5%	-3.5%	3,393	14.9%	3,389	14.6%	-0.1%
$35,000 - 49,999	269	15.3%	283	14.9%	5.2%	3,300	14.5%	3,191	13.8%	-3.3%
$50,000 - 74,999	302	17.2%	328	17.2%	8.6%	3,464	15.2%	3,662	15.8%	5.7%
$75,000 - 99,999	176	10.0%	198	10.4%	12.5%	1,763	7.7%	1,942	8.4%	10.2%
$100,000 - 149,999	140	8.0%	182	9.6%	30.0%	1,417	6.2%	1,718	7.4%	21.2%
$150,000 - 199,999	40	2.3%	60	3.2%	50.0%	457	2.0%	639	2.8%	39.8%
$200,000 or more	61	3.5%	96	5.0%	57.4%	518	2.3%	832	3.6%	60.6%
Subtotal	1,759	100.0%	1,903	100.0%	8.2%	22,797	100.0%	23,178	100.0%	1.7%
Median Income	**$40,549**		**$45,002**		**11.0%**	**$33,379**		**$36,490**		**9.3%**
Total Age 65+										
Less than $25,000	2,178	17.5%	2,095	15.0%	-3.8%	40,664	22.5%	38,986	19.4%	-4.1%
$25,000 - 34,999	1,153	9.3%	1,068	7.6%	-7.4%	20,140	11.1%	20,743	10.3%	3.0%
$35,000 - 49,999	1,689	13.6%	1,741	12.4%	3.1%	24,661	13.6%	24,416	12.1%	-1.0%
$50,000 - 74,999	2,376	19.1%	2,549	18.2%	7.3%	32,848	18.1%	35,894	17.8%	9.3%
$75,000 - 99,999	1,630	13.1%	1,785	12.8%	9.5%	20,613	11.4%	23,142	11.5%	12.3%
$100,000 - 149,999	1,872	15.0%	2,379	17.0%	27.1%	22,772	12.6%	28,167	14.0%	23.7%
$150,000 - 199,999	549	4.4%	779	5.6%	41.9%	8,177	4.5%	11,677	5.8%	42.8%
$200,000 or more	1,006	8.1%	1,597	11.4%	58.7%	11,213	6.2%	18,383	9.1%	63.9%
Subtotal	12,453	100.0%	13,993	100.0%	12.4%	181,088	100.0%	201,408	100.0%	11.2%
Median Income	**$61,843**		**$69,994**		**13.2%**	**$53,378**		**$60,750**		**13.8%**

Source: Environics Analytics

PMA SENIOR HOUSEHOLD TENURE 2023	Total 65+			Age 65 - 74			Age 75 - 84			Age 85 +		
Number:	Total	Own	Rent	Total	Own	Rent	Total	Own	Rent	Total	Own	Rent
PMA	12,453	9,722	2,731	6,876	5,781	1,095	3,818	2,968	850	1,759	973	786
Milwaukee Metro Area	181,088	126,399	54,689	105,390	77,994	27,396	52,901	36,862	16,039	22,797	11,543	11,254
Percent:												
PMA	100.0%	78.1%	21.9%	100.0%	84.1%	15.9%	100.0%	77.7%	22.3%	100.0%	55.3%	44.7%
Milwaukee Metro Area	100.0%	69.8%	30.2%	100.0%	74.0%	26.0%	100.0%	69.7%	30.3%	100.0%	50.6%	49.4%

Source: Environics Analytics

Appendix B

Detailed Competitor Tables

Appendix B – Detailed Competitor Tables – CBRF Competitors

	Ellen's Home Port Washington	Harbor Campus	Harrison Home	Harvest Home [1]	Lincoln Village	Luther Manor at River Oaks	McKinley Place	Milan Estates	Rosewood Manor
Street Address	1800 Granite Lane	425 W. Walters Street	W72 N675 Harrison Avenue	1706 Washington Street	1300 W Lincoln Avenue	11340 N Cedarburg Road	56 N225 McKinley Bouleva	715 Milan Drive	1515 Washington Stre
City/State/ZIP Code	Port Washington, WI 53074	Port Washington, WI 5307	Cedarburg, WI 53012	Grafton, WI 53226	Port Washington, WI 53074	Mequon, WI 53092	Cedarburg, WI 53012	Saukville, WI 53080	Grafton, WI 53024
Approx. Miles from Project	10	12	0.5	5	11	7	2	10	5
Owner/Sponsor	Ellen's Home	Capri Senior Comunities	Family Tree Residential	eative Living Environmen	Heritage Senior Living	Luther Manor	Enlivant Senior Lving	Milan Estates	Privately Owned
Profit/Nonprofit	Profit	Profit	Profit	Profit	Profit	Non-Profit	Profit	Profit	Profit
Year Opened	2008	1993	1995	2009	2015	2000	1985	2011	1994
Number of Beds									
CBRF AL studio-shared	0	4	0	0	0	0	0	0	0
CBRF AL studio-private	40	45	15	18	11	13	51	0	8
CBRF AL one-bedroom	0	0	0	0	4	0	14	20	0
CBRF AL two-bedroom	0	0	0	0	*	0	0	0	0
Total CBRF AL Beds	40	49	15	18	15	13	65	20	8
Square Footage:									
CBRF AL studio-shared	N/A	427	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CBRF AL studio-private	*	140 - 525	*	*	344	170	314-374	N/A	300
CBRF AL one-bedroom	N/A	N/A	N/A	N/A	581	N/A	412	*	N/A
CBRF AL two-bedroom	N/A	N/A	N/A	N/A	765	N/A	N/A	N/A	N/A
Monthly Service Fees:									
CBRF AL studio-shared	N/A	$4,410	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CBRF AL studio-private	$5,000+	$4,795 - 5,520	$5,963 - 6,780	$5,500	$5,995	$6,150	$3,200 - 3,500	N/A	$5,300 - 5,600
CBRF AL one-bedroom	N/A	N/A	N/A	N/A	*	N/A	$4,200	*	N/A
CBRF AL two-bedroom	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Occupancy Rate-CBRF AL	100%	*	100.0%	77.8%	93.3%	84.6%	93.8%	100.0%	100.0%
Included in Monthly Service Fee:									
Meals	3 meals per day	3 meals per day	3 meals per day	3 meals per day	3 meals per day	3 meals per day	3 meals per day	3 meals per day	3 meals per day
Housekeeping		Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	2x per week	As needed
Linen service	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	As needed
Laundry service-CBRF AL	Weekly	Weekly	Weekly	As needed	Weekly	Weekly	Weekly	Weekly	As needed
Personal Care-CBRF AL	A la carte [1]	LOC: $450, $1,350, $2,250, $3,350, $4,450,	All inclusive	LOC: * [2]	LOC: $800, $1,200, $1,600, $2,000	LOC: $870, $1,680	6 LOCs: $760 - 4,106	A la carte	All inclusive

Source: Telephone interviews and/or other research conducted in April and May 2023.
N/A = Not Applicable
Notes:
Ellen's Home Port Washington
(1) Care can go as high as $7,000 per month.
Harvest Home
(1) Care can go as high as $2,900 per month.
(2) Formerly known as Magnolia Hill.

Attachment: Lasata Market Assessment - 2023 Update FINAL

Appendix B – Detailed Competitor Tables – MC Competitors

	Anita's Gardens of Port Washington	Anita's Gardens Of Grafton	Harbor Campus	Hamilton House	Lincoln Village	Newcastle Place	StoryPoint Mequon [(1)]	Terova Senior Living [(1)]	Village Pointe Commons
Street Address	117 E Van Buren Street	1777 Highland Drive	425 W. Walters Street	76 N629, N Wauwatosa Rc	1300 W Lincoln Avenue	2600 N Port Washington R	6751 W Mequon Road	10995 N Market Street	101 Walnut Circle
City/State/ZIP Code	Port Washington, WI 53074	Grafton, WI 53024	ʼort Washington, WI 5307ʼ	Cedarburg, WI 53012	Port Washington, WI 53074	Mequon, WI 53092	Mequon, WI 53092	Mequon, WI 53092	Grafton, WI 53024
Approx. Miles from Project	12	3	12	0.2	11	8	6	10	3
Owner/Sponsor	Brikat Enterprises LLC	Brikat Enterprises LLC	Capri Senior Comunities	ımilton House Senior Livi	Heritage Senior Living	Life Care Services	Tealwood Senior Living	Mequon Jewish Campus	Capri Communities LL
Profit/Nonprofit	Profit	Profit	Profit	Profit	Profit	Non-Profit	Profit	Non-Profit	Profit
Year Opened	2007	2014	1993	2019	2015	2003	2015	2004	2016
Number of Beds									
MC studio-shared	5	0	0	0	0	0	0	0	8
MC studio-private	14	20	17	28	18	16	40	27	41
MC one-bedroom	0	0	0	0	2	0	0	0	0
MC two-bedroom	0	0	0	0	0	0	0	0	0
Total MC Beds	19	20	17	28	20	16	40	27	49
Square Footage:									
MC studio-shared	*	*	N/A	N/A	N/A	N/A	N/A	N/A	273-298
MC studio-private	*	*	320	390-393	299-394	173-185	270-315	*	509
MC one-bedroom	N/A	N/A	N/A	N/A	557	N/A	N/A	N/A	N/A
MC two-bedroom	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Monthly Service Fees:									
MC studio-shared	$3,800 - $5,300	N/A	N/A	N/A	N/A	N/A	N/A	N/A	$6,810
MC studio-private	$5,100 - $6,100	$5,400 - 6,900	$6,075	$5,225	$5,895+	$8,724	$5,249+	$7,800-8,480	$7,340 - 7,495
MC one-bedroom	N/A	N/A	N/A	N/A	*	N/A	N/A	N/A	N/A
MC two-bedroom	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Occupancy Rate-CBRF AL	N/A	N/A	*	N/A	93.3%	N/A	N/A	N/A	N/A
Included in Monthly Service Fee:									
Meals	3 meals per day	3 meals per day	3 meals per day	3 meals per day	3 meals per day	3 meals per day	3 meals per day	3 meals per day	3 meals per day
Housekeeping	As needed	As needed	Weekly	Weekly	Weekly	Weekly	Bi-weekly	Weekly	As needed
Linen service	As needed	As needed	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	As needed
Laundry service-MC	As needed	As needed	Weekly	Weekly	Weekly	Weekly	Weekly	Weekly	As needed
Personal Care-MC	LOC: $500, $1,000	LOC: $500, $1,000	LOC: $1,045, $2,090, $3,135, $4,180	3 LOCs: $1,750 - 4,700	LOC: $800, $1,200, $1,600, $2,000	LOC: $2,158	LOC: *	All inclusive	LOC: $1,000, $2,000, $3,000, $4,000

Source: Telephone interviews and/or other research conducted in April and May 2023.
N/A = Not Applicable
Notes:
StoryPoint Mequon
(1) Formerly known as Wright House Memory Care.
Terova Senior Living
(1) Formerly known as Ovation - Sarah Chudnow.

Appendix C

Detailed Demand Calculations

PRIMARY MARKET AREA ASSISTED LIVING DEMAND MINIMUM RENTS OF $6,000/Month in 2023 dollars 2023			
AGE 75 - 84			
Households with incomes of $80,000 or more		1,190	
Estimated households with incomes of $25,000 - $79,999	1,854		
Times home-ownership rate, 2023	x 77.7%		
Equals homeowners w/incomes $25,000 - $79,999		1,441	
Total income-qualified households		2,631	
Times percent who need assistance		x 30.8%	
Total Age 75 - 84			810
AGE 85+			
Households with incomes of $80,000 or more		382	
Estimated households with incomes of $25,000 - $79,999	833		
Times home-ownership rate, 2023	x 55.3%		
Equals homeowners w/incomes $25,000 - $79,999		461	
Total income-qualified households		843	
Times percent who need assistance		x 50.8%	
Total Age 85+			428
Subtotal			1,238
Times the Estimated Percentage of Seniors Age 75+ Living Alone (2010)			52.3%
Number of Qualified Individuals			648
Plus the Number of Qualified Individuals Currently Residing at Existing Assisted Living Communities in the PMA			403
Total Age and Income Qualified Individuals			1,051
Multiplied by penetration potential @ 40%			x 40.0%
Equals current total demand from local seniors			420
Add: Demand from outside market area/@25%			140
Equals total assisted living demand			561
Minus: Existing Assisted Living Units/Beds in the PMA			(454)
Net Demand for Assisted Living Units in the PMA			**107**

Source: Environics Analytics
U.S. Bureau of the Census
CliftonLarsonAllen

PRIMARY MARKET AREA ASSISTED LIVING DEMAND MINIMUM RENTS OF $6,000/Month in 2023 dollars 2028			
AGE 75 - 84			
Households with incomes of $92,700 or more		1,232	
Estimated households with incomes of $29,000 - $92,699	1,884		
Times home-ownership rate, 2023	x 77.7%		
Equals homeowners w/incomes $29,000 - $92,699		1,465	
Total income-qualified households		2,697	
Times percent who need assistance		x 30.8%	
Total Age 75 - 84			831
AGE 85+			
Households with incomes of $92,700 or more		396	
Estimated households with incomes of $29,000 - $92,699	883		
Times home-ownership rate, 2023	x 55.3%		
Equals homeowners w/incomes $29,000 - $92,699		488	
Total income-qualified households		884	
Times percent who need assistance		x 50.8%	
Total Age 85+			449
Subtotal			1,280
Times the Estimated Percentage of Seniors Age 75+ Living Alone (2010)			52.3%
Number of Qualified Individuals			670
Plus the Number of Qualified Individuals Currently Residing at Existing Assisted Living Communities in the PMA			403
Total Age and Income Qualified Individuals			1,073
Multiplied by penetration potential @ 40%			x 40.0%
Equals current total demand from local seniors			429
Add: Demand from outside market area/@25%			143
Equals total assisted living demand			572
Minus: Existing Assisted Living Units/Beds			(454)
Net Demand for Assisted Living Units in the PMA			**118**

Source: Environics Analytics
U.S. Bureau of the Census
CliftonLarsonAllen

PRIMARY MARKET AREA ASSISTED LIVING DEMAND MINIMUM RENTS OF $6,500/Month in 2023 dollars 2023			
AGE 75 - 84			
Households with incomes of $86,700 or more		1,076	
Estimated households with incomes of $30,000 - $86,699	1,747		
Times home-ownership rate, 2023	x 77.7%		
Equals homeowners w/incomes $30,000 - $86,699		1,358	
Total income-qualified households		2,434	
Times percent who need assistance		x 30.8%	
Total Age 75 - 84			750
AGE 85+			
Households with incomes of $86,700 or more		335	
Estimated households with incomes of $30,000 - $86,699	767		
Times home-ownership rate, 2023	x 55.3%		
Equals homeowners w/incomes $30,000 - $86,699		424	
Total income-qualified households		759	
Times percent who need assistance		x 50.8%	
Total Age 85+			385
Subtotal			1,135
Times the Estimated Percentage of Seniors Age 75+ Living Alone (2010)			52.3%
Number of Qualified Individuals			594
Plus the Number of Qualified Individuals Currently Residing at Existing Assisted Living Communities in the PMA			403
Total Age and Income Qualified Individuals			997
Multiplied by penetration potential @ 40%			x 40.0%
Equals current total demand from local seniors			399
Add: Demand from outside market area/@25%			133
Equals total assisted living demand			532
Minus: Existing Assisted Living Units/Beds			(454)
Total Demand for Assisted Living Units			**78**

Source: Environics Analytics
U.S. Bureau of the Census
CliftonLarsonAllen

PRIMARY MARKET AREA ASSISTED LIVING DEMAND MINIMUM RENTS OF $6,500/Month in 2023 dollars 2028			
AGE 75 - 84			
Households with incomes of $100,500 or more		1,097	
Estimated households with incomes of $34,800 - $100,499	1,795		
Times home-ownership rate, 2023	x 77.7%		
Equals homeowners w/incomes $34,800 - $100,499		1,395	
Total income-qualified households		2,492	
Times percent who need assistance		x 30.8%	
Total Age 75 - 84			768
AGE 85+			
Households with incomes of $100,500 or more		336	
Estimated households with incomes of $34,800 - $100,499	815		
Times home-ownership rate, 2023	x 55.3%		
Equals homeowners w/incomes $34,800 - $100,499		451	
Total income-qualified households		787	
Times percent who need assistance		x 50.8%	
Total Age 85+			400
Subtotal			1,167
Times the Estimated Percentage of Seniors Age 75+ Living Alone (2010)			52.3%
Number of Qualified Individuals			611
Plus the Number of Qualified Individuals Currently Residing at Existing Assisted Living Communities in the PMA			403
Total Age and Income Qualified Individuals			1,014
Multiplied by penetration potential @ 40%			x 40.0%
Equals current total demand from local seniors			406
Add: Demand from outside market area/@25%			135
Equals total assisted living demand			541
Minus: Existing Assisted Living Units/Beds			(454)
Total Demand for Assisted Living Units			**87**

Source: Environics Analytics
U.S. Bureau of the Census
CliftonLarsonAllen

PRIMARY MARKET AREA MEMORY CARE DEMAND CALCULATION MINIMUM RENTS OF $7,000/Month in 2023 dollars 2023			
AGE 75 - 84			
Households with incomes of $93,300 or more		963	
Estimated households with incomes of $35,000 - $93,299	1,638		
Times home-ownership rate, 2023	x 77.7%		
Equals homeowners w/incomes $35,000 - $93,299		1,273	
Total income-qualified households		2,236	
Times percent who need assistance		x 17.6%	
Total Age 75 - 84			394
AGE 85+			
Households with incomes of $93,300 or more		288	
Estimated households with incomes of $35,000 - $93,299	700		
Times home-ownership rate, 2023	x 55.3%		
Equals homeowners w/incomes $35,000 - $93,299		387	
Total income-qualified households		675	
Times percent who need assistance		x 32.8%	
Total Age 85+			221
Subtotal			615
Times the Estimated Percentage of Seniors Age 75+ Living Alone (2010)			52.3%
Number of Qualified Individuals			322
Plus the Number of Qualified Individuals Currently Residing at Existing Memory Care Communities in the PMA			204
Total Age and Income Qualified Individuals			526
Multiplied by penetration potential @ 40%			x 40.0%
Equals current total demand from local seniors			210
Add: Demand from outside market area/@25%			70
Equals total Alzheimer's/dementia demand			280
Minus: Existing Alzheimer's/dementia Beds			(249)
Net Demand for Alzheimer's/dementia Units			**31**
Source: Environics Analytics U.S. Bureau of the Census CliftonLarsonAllen			

PRIMARY MARKET AREA MEMORY CARE DEMAND CALCULATION MINIMUM RENTS OF $7,000/Month in 2023 dollars 2028			
AGE 75 - 84			
Households with incomes of $108,200 or more		1,001	
Estimated households with incomes of $40,600 - $108,199	1,672		
Times home-ownership rate, 2023	x 77.7%		
Equals homeowners w/incomes $40,600 - $108,199		1,299	
Total income-qualified households		2,300	
Times percent who need assistance		x 17.6%	
Total Age 75 - 84			405
AGE 85+			
Households with incomes of $108,200 or more		308	
Estimated households with incomes of $40,600 - $108,199	733		
Times home-ownership rate, 2023	x 55.3%		
Equals homeowners w/incomes $40,600 - $108,199		406	
Total income-qualified households		714	
Times percent who need assistance		x 32.8%	
Total Age 85+			234
Subtotal			639
Times the Estimated Percentage of Seniors Age 75+ Living Alone (2010)			52.3%
Number of Qualified Individuals			334
Plus the Number of Qualified Individuals Currently Residing at Existing Memory Care Communities in the PMA			204
Total Age and Income Qualified Individuals			538
Multiplied by penetration potential @ 40%			x 40.0%
Equals current total demand from local seniors			215
Add: Demand from outside market area/@25%			72
Equals total Alzheimer's/dementia demand			287
Minus: Existing Alzheimer's/dementia Beds			(249)
Net Demand for Alzheimer's/dementia Units			**38**
Source: Environics Analytics U.S. Bureau of the Census CliftonLarsonAllen			