Bayview

A Repositioning Case Study Panel Discussion:
Finding The Right Path, With The Right Team At The Right Budget

Presenters:

• Mary Cordts
  CEO, Bayview

• Sarkis Garabedian
  Director, Ziegler

• Dan Frein
  CPA, Principal, CliftonLarsonAllen LLP

• Doug McMillan, P.E.
  President, zumBrunnen, Inc.

• Suzanne Pontecorvo
  Project Manager, Associate Principal
  Rice Fergus Miller  Architecture Interiors Planning VizLab
Groundbreaking – August 4, 2016

[Images of cake and shovel with the word "BAYVIEW 08.04.16"]

[Images of people outdoors and a group photo]

[Images of a blue sky with jet planes and a fruit tree]
June 2017

TIMELINE FROM AUSTIN

The booming economy in Seattle is making headlines. Seattle is pressed by a housing shortage, which, even if you can find it, housing is expensive.

Seattle is currently one of the 11 most expensive cities in America ~ Mar. 12, 2016, Business Insider

According to the real estate information company Zillow, Seattle home prices rose by 16.7% over the last 12 months. This is based on their proprietary measurement of house values, as of August 1, 2016.
This is not the first time Seattle is experiencing a booming economy and population

- In the 1880s, Seattle began to boom with new wealth from timber, coal, and real estate and in 1883, the Northern Pacific Railroad connected the city with the rest of the nation.
- The increase between the pre-statehood year of 1880 and the 1900 count was a
  
  **whopping 590%**

  - The 1900 U.S. Census revealed that every county in the State of Washington saw an increase in population since the previous census in 1890.
  
  - The total population of Washington state in between 1890 to 1900 saw an increase of **45%**
  
  - The total population of Washington state in between 1900 to 1910 saw an increase of **158%**

**Queen Anne**

- **Eden Hill** - George Kinnear (1839-1912) moved to Seattle from Illinois in 1878 and launched the transformation of Eden Hill into a residential district.

  - When George Kinnear died in 1912, his son Charles moved into the home and lived there until he died in 1956.

  - The Charles Kinnear family had strong ties to the First United Methodist Church and gave their home site to the church for the care of “older adults or children.”

  - The Methodists created a not-for-profit to run the retirement home. It may have also started the foundation that covers housing costs if residents run out of money. The church worked with the community to build the ten-story residential community designed in 1958 that opened in 1961.

  ~ Queen Anne & Magnolia News, 4/27/2017
Early years of Seattle

Snow Storm in 1916

Bottom of Queen Anne, 1940

And this was 1962

THIS happened in 1952
Bayview

Then The Space Needle brought the World to Queen Anne, right at the feet of Bayview

...and Moon Mice came too.
Mid-Century Design

1968 Snow Storm – Another one
Beginnings of the Master Plan -

• In 2012 Bayview took the approach that they needed
  "Repositioning for Relevance"

• They asked themselves the question
  “Who do we want to be, where do we want to go?”

• Mission
• Vision
• Culture

2011 Ziegler Report - Comparables

<table>
<thead>
<tr>
<th></th>
<th>2011 Credit Report</th>
<th>2011 – 50% Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days Cash on Hand</td>
<td>98 Days</td>
<td>296 Days</td>
</tr>
<tr>
<td>Average Age of Plant</td>
<td>21.9 years</td>
<td>11.48 years</td>
</tr>
<tr>
<td>Operating Ratio</td>
<td>1.08</td>
<td>.97</td>
</tr>
</tbody>
</table>
They had a 30-year strategic plan but...

- They were an aging campus with an inefficient, overburdened infrastructure
- Local competitive landscape was changing...FAST
- Fair Housing regulations
- Increased AL population
- Declining census
- Poor market “first impressions”
- Sub-committees and Board were overwhelmed and immobilized

Their wake-up call =

**THEY WOULD NOT SURVIVE 30 MORE YEARS AT THIS RATE**

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BUT,

They had this..

...and...
THIS

In the middle of this...
Mary says...

Location, location, location

So, she had her work cut out for her.

Fall 2012

A Master Planning Process started
Analysis was conducted that covered:

• Market
• Physical Plant
• Financial
Bridging Strategies

- Improve financial position –
  - Foreshadowing for work with CLA and Zeigler
- Curb Appeal
- Community Outreach
  - Generations
  - Community – Senior Education
- Capacity Movement
  - “Terrace” entry, elevator, parking, entry to pool

Listening Sessions:
Next...
Build a team

Owner’s Representative

• Toured a community which had a project where they used an Owner’s Representative
• You have a 40+ hour job already... do you have time for a huge project too?
• Owner’s Representatives work on construction related projects for a living.
• Assist in navigating challenges
• Has established relationships with Architects and General Contractors.
• Developed the RFP to hire the Architect and General Contractor
RFP

• Required experience:
  • Must have worked in the City of Seattle Jurisdiction
  • Must have High-Rise experience within the City of Seattle
  • Must have Senior Housing experience
  • Must have experience in an urban setting i.e., tight site conditions

Rice Fergus Miller
Architecture and Interiors

• Hired in Fall 2014 after submitted SOQ and participated in Interview process.
• First steps
  • Meet to learn about Goals and needs, wants and must-haves
  • Confirm: Mission/Vision and Programming
  • Verify information provided in results of Master Plan
  • Understanding CULTURE
Rice Fergus Miller

- Kick-off Project meeting
- Design Charrette with members of Resident Design Council
  - Architecture – Mid-Century Modern
  - Historically significant
  - Contemporary interpretation
  - Interactive process
- **Bottom Line**: What did the residents like and want?

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**Power of Purpose**

Rice Fergus Miller
Design Charrette with Residents

From this Charrette, the Design Statement was developed
Design Statement

Bayview is an icon on lower Queen Anne. It represents three generations; it serves and will serve by honoring its past and celebrating tomorrow. Our community is brought together through a connection of common spaces and new destinations; built by color, pattern, texture, and light. Simplicity and cleanliness of design create a backdrop to the diversity of people and cultures who visit and work here; the activities that happen here; and the “Big Heart” that is Bayview.

Designing to the GOALS

- Reposition to meet future Residents expectations
- Position Bayview to be financially stable and viable for the future
- Match ratio of Independent with healthcare and reduce outside admits
- Improve exterior image including glass balconies to improve views
  - NOTE: Residents did NOT want to change the balcony enclosure ultimately
- Provide wider range of residential products at more price points
- Seismic Improvements to North Wing
  - Add parking expansion – not enough space
- Add third elevator
- Physical Plant upgrades: mechanical, electrical and plumbing systems
- Replace windows in key locations
- Add Independent units, modify to larger units with kitchens and laundry capabilities
- Enhance amenities for current/future residents
- Increase utilization and varied dining options and venues
- Improve connection between the “Terrace” building (Skilled) and Tower
- Larger pool, convenient location of wellness
Jurisdiction – City of Seattle

- Navigation of City approvals is complex – many jurisdictions are now more complex
- “Substantial Alteration” may impact to project scope
- Documents were phased to accommodate logistical needs that would move work into small areas, reducing impact to residents.
- New/ current State of Washington Energy code puts our requirements at the highest in the country

Bottom line – expect the unexpected

Dining Room
“Living Room”

Boiler Room
Assisted Living Dining Room

Corridors
Power of Purpose

Solariums

Power of Purpose

10th Floor
General Contractor

- Pre-construction services (Pre-Con)
- Design/Build Mechanical, Electrical and Plumbing (MEP)
- GMP Pricing (Guaranteed Maximum Price)
- Early Buy-out
  - Elevators, Acoustical Wood Ceilings, etc.
- Escalation and LOTS OF BIRDS IN THE AIR

Hiccups....

First General Contractor left the project

Mechanical/ Plumbing Contractor was asked to leave the project
CliftonLarsonAllen

Market Driven & Financially Viable

Market Needs

WHAT WE CAN DO

Financial Strength

5 Steps to Strategic Success

1. Establish the Baseline
2. Set Financial Targets
3. Evaluate Capital Capacity
4. Evaluate Strategies
5. Solve for Gaps
### Bayview Adjusted Net Margin

<table>
<thead>
<tr>
<th>Year</th>
<th>Bayview (Adjusted Net Margin)</th>
<th>CARF Single-Site (Adjusted Net Margin)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>6.15%</td>
<td>20.65%</td>
</tr>
<tr>
<td>2012</td>
<td>13.74%</td>
<td>21.39%</td>
</tr>
<tr>
<td>2013</td>
<td>18.86%</td>
<td>22.02%</td>
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<tr>
<td>2014</td>
<td>17.72%</td>
<td>22.24%</td>
</tr>
<tr>
<td>2015</td>
<td>11.64%</td>
<td>23.34%</td>
</tr>
<tr>
<td>2016</td>
<td>20.82%</td>
<td></td>
</tr>
</tbody>
</table>

### Life Cycle With No Repositioning
(What if you did NOTHING?)

- **Strength**: Market Position First Declines, the Finances can often still be increasing.
- **Weakness**: Once the market position deteriorates and affects occupancy the financial position starts a rapid decline!
Baseline

- What would Bayview’s future look like if you “do nothing”?
  - Are we spending enough to keep the community up-to-date and marketable?
  - If not, will our occupancy decline?
- Let’s take a look at what our future may look like if we decide not to do the Master Plan…
  - Increase annual capital spending to keep the community marketable and occupancy stable OR
  - Occupancy will decline
Master Plan Option 1 Example

Key Strategic Opportunities

Operational Changes

- No Future Property Tax Expense
- No Change in Acquisitions
- No Change in Expenses

Include 11.0% ADR

Skilled Nursing Facility

<table>
<thead>
<tr>
<th>Changes to Skilled Nursing Facility</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Beds</td>
<td>50</td>
<td>42</td>
<td>34</td>
<td>44</td>
<td>44</td>
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<tr>
<td>SNF Occupancy</td>
<td>93.0%</td>
<td>91.0%</td>
<td>93.0%</td>
<td>94.0%</td>
<td>56.0%</td>
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<tr>
<td>Private Pay &amp; Other</td>
<td>44.4%</td>
<td>44.4%</td>
<td>44.4%</td>
<td>44.4%</td>
<td>44.4%</td>
</tr>
<tr>
<td>Medicare</td>
<td>25.0%</td>
<td>25.0%</td>
<td>25.0%</td>
<td>25.0%</td>
<td>25.0%</td>
</tr>
<tr>
<td>Medicaid</td>
<td>35.0%</td>
<td>35.0%</td>
<td>35.0%</td>
<td>35.0%</td>
<td>35.0%</td>
</tr>
</tbody>
</table>

Master Planning

- Include Unit Combinations

Project Costs

- CONSTRUCTION-Construction, Cont. Fees & Insurance: $0.944,466
- Total Professional Services: 5,112,314
- Total Owner Costs: 1,052,000
- Total FF&E: 9,000
- Total Soft Costs: 0.5%
- Total Project Costs: $99,600,987

Level of Care

<table>
<thead>
<tr>
<th>Beginning</th>
<th>Ending</th>
<th>Change</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Living</td>
<td>127</td>
<td>0</td>
<td>127.0%</td>
</tr>
<tr>
<td>Assisted Living</td>
<td>44</td>
<td>19</td>
<td>25.0%</td>
</tr>
<tr>
<td>Assisted Living-Nursery Care</td>
<td>0</td>
<td>10</td>
<td>40.0%</td>
</tr>
<tr>
<td>Skilled Nursing</td>
<td>50</td>
<td>44</td>
<td>8.0%</td>
</tr>
</tbody>
</table>

Master Plan Option 1

Debt Service Coverage

- Target 1.50x

MAD$ = $8,964,488

Days Cash on Hand

- Target 250

Capital Capacity

- Current: $17,831
- 5 Year: $37,131
- 10 Year: $33,069

Bayview Retirement Communities
Master Plan Option 2

Debt Service Coverage

Days Cash on Hand

Capital Capacity

Master Plan Option 3

Debt Service Coverage

Days Cash on Hand

Capital Capacity
Master Plan Option 4

Key Strategic Opportunities

<table>
<thead>
<tr>
<th>Operational Changes</th>
<th>Other Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Skilled Nursing Facility

- Changes to Skilled Nursing Facility

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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<tbody>
<tr>
<td>Beds</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>SNF Occupancy</td>
<td>82%</td>
<td>83%</td>
<td>85%</td>
<td>80%</td>
<td>81%</td>
<td>87%</td>
</tr>
<tr>
<td>Private Pay &amp; Other</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>Medicare</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Medicaid</td>
<td>30%</td>
<td>34%</td>
<td>32%</td>
<td>30%</td>
<td>26%</td>
<td>26%</td>
</tr>
</tbody>
</table>

Master Planning Options

- Include Unit Combinations
- Do Not Remove 2 View Acres
- 7 Solariums

Project

| CONSTRUCTION - Construction, Cont., Fee & Insurance | $ 41,976,656 |
| Total Professional Services | 3,656,773 |
| Total Other Costs | 1,350,000 |
| Total FF&E | 377,280 |
| Total Soft Costs | 14.7% |
| Total Soft Costs (excluding site, contingency, marketing, fees) | 0.0% |
| Total Cost Adjustment | 0.0% |
| Total Project Costs | $47,500,119 |

Level of Care

<table>
<thead>
<tr>
<th>Level of Care</th>
<th>Beginning</th>
<th>Ending</th>
<th>Change</th>
<th>Margin</th>
<th>Avg. New Entry Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Living</td>
<td>127</td>
<td>137</td>
<td>10</td>
<td>60.0%</td>
<td>$450,000</td>
</tr>
<tr>
<td>Assisted Living</td>
<td>44</td>
<td>35</td>
<td>(9)</td>
<td>40.0%</td>
<td>(Excludes Solariums)</td>
</tr>
<tr>
<td>Assisted Living/Memory Care</td>
<td>11</td>
<td>11</td>
<td>0</td>
<td>40.0%</td>
<td>(Excludes Solariums)</td>
</tr>
<tr>
<td>Skilled Nursing/Retirement Communities</td>
<td>50</td>
<td>50</td>
<td>0</td>
<td>25.0%</td>
<td>(Solariums)</td>
</tr>
</tbody>
</table>

Power of Purpose

Master Plan Option 4: Dashboard
Ziegler - Campus Expansion and Repositioning Strategies

• When an existing provider like Bayview finances a campus expansion or repositioning, Ziegler takes an approach that considers:
  • Current cash reserves and cash flows, including entrance fee turnover, available to pay debt service;
  • Current cash flows to be interrupted from project construction?
  • Current debt service – is it optimal? Are there ways to reduce that carry cost?;
  • Projected cash flow and entrance fees, if any, from the new project; and
  • Projected additional debt and equity that may be needed to finance the project within targeted financial goals and market acceptable ratios.

• At project stabilization, financial ratios should show adequate cash on the balance sheet and adequate cash flow from operations to cover debt, with conservative assumptions – Bayview’s goal: maintain DSC > 1.50x.

Managing Project Risk

Presale Risk
• Market Study
• Demographics
• Sales & Marketing Experts
• Priority list/program

Construction Risk
• Experienced development team
• GMP Construct. Contract
• Appropriate contingency
• Bonding, damages if late

Fill-up Risk
• Timing contingency – build in longer than expected fill-up period
• Sensitivity analysis for longer fill periods
Managing Financing Risk

- **Conservative Forecast**
  - Occupancy and payor mix
  - Revenue and expense growth
  - Long fill-up period
  - Sensitivity, scenario analysis

- **Interest Rate Cushion**
  - Maintain appropriate interest rate cushion – reduce as you get closer to financing
  - Model fixed-rate bonds as the baseline

- **Optimize Initial EF Pool**
  - Manage LT debt burden through debt pay down during “fill-up”
  - Set aside working capital or cash reserves as needed

The Bayview Project: A Banker’s View

- **Strengths**
  - Positive financial trends
  - Management credibility
  - Location, strong market position
  - Low existing debt burden
  - Foundation support?

- **Considerations**
  - Aged community
  - Financial viability – forecast reliant
  - Limited “new” units/capacity
  - New borrower to the capital markets
Financial Turnaround - Poised for Success

![Graphs showing Net Operating Margin-Adjusted, Days Cash on Hand, Debt Service Coverage, and Average Age of Plant over different years.]

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Bond Financing Timeline, Requirements

- **Documentation (2 – 3 months)**
  - Final documents
  - GMP Contract
  - Bldg Permits
  - Presale Reqs
  - Corp Approvals
- **Bond Marketing (2 – 4 weeks)**
  - Print POS
  - Investor webinar
  - Investor Site Visits
  - Price Bonds (lock interest rates)
- **Closing (7 – 14 days)**
  - Funds received
  - Project groundbreaking

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Brexit Winds at our Back

30yr MMD History
1990 - YTD

Minimum: 1.95%
Maximum: 7.35%
Average: 4.80%
Current: 2.69%

July 20, 2016 (pricing) = 2.12%

Financing Results

- $57,460,000 Total Par Amount of 35yr Fixed-Rate Bonds
  - $8,250,000 TEMPs 70s repaid with Initial Entrance Fees
  - $49,210,000 Permanent Debt repaid with project cash flow
- Bond Yield: 4.140% - dramatic improvement vs. initial modeling
- Broad investor support with deep book of investors
- Forecasted Ratios (Stabilized Year)
  - 1.71x Max. Annual Debt Service Coverage
  - 582 Days Cash on Hand (including Foundation)
### Investor Detail

<table>
<thead>
<tr>
<th>Purchasing Accounts</th>
<th>Total</th>
<th>% of Total Deal</th>
<th>Attend Site Visit?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Nuveen Advisory Corp.</td>
<td>7,750,000</td>
<td>13.49%</td>
<td>Y</td>
</tr>
<tr>
<td>2 Eaton Vance Management, Inc.</td>
<td>5,835,000</td>
<td>10.15%</td>
<td>Y</td>
</tr>
<tr>
<td>3 Invesco Advisors, Inc.</td>
<td>4,850,000</td>
<td>8.44%</td>
<td>Y</td>
</tr>
<tr>
<td>4 Capital Research &amp; Management</td>
<td>4,600,000</td>
<td>8.01%</td>
<td>Y</td>
</tr>
<tr>
<td>5 City National Rochdale</td>
<td>4,600,000</td>
<td>8.01%</td>
<td>Y</td>
</tr>
<tr>
<td>6 PIMCO</td>
<td>4,210,000</td>
<td>7.33%</td>
<td>N</td>
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<td>7 Delaware Investments</td>
<td>4,150,000</td>
<td>7.22%</td>
<td>N</td>
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<tr>
<td>8 Columbia Management</td>
<td>3,850,000</td>
<td>6.70%</td>
<td>Y</td>
</tr>
<tr>
<td>9 Avalon Advisers LLP</td>
<td>2,785,000</td>
<td>4.85%</td>
<td>N</td>
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<tr>
<td>10 T. Rowe Price</td>
<td>2,625,000</td>
<td>4.57%</td>
<td>Y</td>
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<tr>
<td>11 Oppenheimer &amp; Company, Inc.</td>
<td>2,400,000</td>
<td>4.18%</td>
<td>Y</td>
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<tr>
<td>12 Putnam Investment Management</td>
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<td>3.74%</td>
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<td>13 SIT Investment Associates, Inc.</td>
<td>1,750,000</td>
<td>3.05%</td>
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<tr>
<td>14 Alpine Management &amp; Research</td>
<td>1,500,000</td>
<td>2.61%</td>
<td>N</td>
</tr>
<tr>
<td>15 American Century</td>
<td>1,250,000</td>
<td>2.18%</td>
<td>N</td>
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<tr>
<td>16 Van Eck Associates</td>
<td>1,000,000</td>
<td>1.74%</td>
<td>N</td>
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<tr>
<td>17 Wells Capital</td>
<td>1,000,000</td>
<td>1.74%</td>
<td>N</td>
</tr>
<tr>
<td>18 Asset Preservation Advisors</td>
<td>655,000</td>
<td>1.14%</td>
<td>N</td>
</tr>
<tr>
<td>19 Neuberger Berman LLC</td>
<td>500,000</td>
<td>0.87%</td>
<td>N</td>
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<tr>
<td><strong>Total</strong></td>
<td>$57,460,000</td>
<td><strong>100.0%</strong></td>
<td></td>
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</tbody>
</table>

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### Key Takeaways for Your Next Financing

- Surround yourself with the right team of industry specialists
- Establish goals and financial targets early in the process
  - Might be more than what is needed to “get the deal done”
- Customize the project and financial solution to meet or exceed those goals, targets
- Ensure the project is appropriate for your market and serves your market niche
- Utilize conservative assumptions to allow for market movements
- Consult your financial professionals early
zumBrunnen, Inc. Overview

Proven Track Record:

- Founded in 1989
- Experienced Senior Project Managers
- Scope of Senior Living work includes USA and Canada
- Committed to Objectivity in Providing Accurate 3rd Party Reporting to Owners and Investors

zumBrunnen Senior Project Managers

- Minimum 20 Years Solid Field Experience
- Degreed Engineer or Construction Manager
  - Expert in construction process and details
  - Expert in contract administration
- Project Experience in Multiple Markets
  - Knows the particulars of each market
  - Knows the role and needs of each player at the table
- Continuing Education and Training
- Facilitator – Conflict Resolution

“...the key to successful construction consulting is Experience – Experience – Experience.”
Why zumBrunnen on Bayview?

• Extensive experience in senior living market especially in not for profit bond financed projects
• Investors and bankers in today’s world want strong teams with successful track records – Architects, Contractors, & Consultants
• Our reports are tailored for the Owners, Investors and Bankers in the senior living market and are a value add to the project

“...the key to successful construction consulting is Experience – Experience – Experience.”

Pre-Closing Report Content

• Review construction contract
  • Format, scope, features, and risk assignment
• Assure adequate construction schedules
  • Approval procedures and allowances for delays
• Determine status of design documents
  • Scope, appropriate design, details, and status of completion
• Determine status of permits
  • No interruption of critical path
• Review technical reports
  • Appropriate, complete, and issues accounted for in designs and budgets
• Assure sufficiency of funds
  • Contractor line items and total project budget
• Evaluate overall project risks
  • Review contingency
zumBrunnen Monthly Report Content

- Standard Company Format
- Executive Summary
- Status of Completed Work
- Action Items
- Schedule Analysis
- Quality and Compliance
- Payment Approvals
- Review Executed Change Orders
- Review Pending Change Orders
- Budget Analysis
- Photo Documentation

### BUDGET SUMMARY TABLE

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Project Hard Cost Budget</td>
<td></td>
</tr>
<tr>
<td>Original Construction Budget</td>
<td>$50,000,000.00</td>
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<tr>
<td>Hard Cost Contingency (HC Contingency)</td>
<td>$1,475,752.00</td>
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<tr>
<td>Settlement Funds for WCPR #2</td>
<td>$140,810.00</td>
</tr>
<tr>
<td>Total Hard Cost Budget</td>
<td>$51,616,562.00</td>
</tr>
<tr>
<td>Project Costs</td>
<td></td>
</tr>
<tr>
<td>Original Construction Contract</td>
<td>$50,000,000.00</td>
</tr>
<tr>
<td>Executed Change Orders #1 - #41, #43 - #52, and #55 - #64</td>
<td>$1,091,519.00</td>
</tr>
<tr>
<td>Executed Change Order #54 (WCPR #2)</td>
<td>$140,810.00</td>
</tr>
<tr>
<td>Pending &amp; Potential Change Orders</td>
<td>$229,246.00</td>
</tr>
<tr>
<td>Total Projected Hard Costs</td>
<td>$51,460,575.00</td>
</tr>
<tr>
<td>Remaining HC Contingency (Balance)</td>
<td>$155,987.00</td>
</tr>
<tr>
<td>Committed HC Contingency Funds</td>
<td>$1,319,765.00</td>
</tr>
<tr>
<td>zumBrunnen Estimated Cost-To-Complete</td>
<td>$4,010,065.00</td>
</tr>
<tr>
<td>Remaining HC Contingency as a % of zumBrunnen Cost-To-Complete:</td>
<td>3.9%</td>
</tr>
<tr>
<td>Committed HC Contingency as a % of HC Contingency Budget:</td>
<td>89.4%</td>
</tr>
</tbody>
</table>

"...to keep on budget requires monthly reconciliation of all committed and potential costs."
"...trends and issues must be identified with sufficient time to react if schedules are to be maintained."

"...visuals such as plotting the usage of contingency helps the owner see trends, manage discretionary spending, and keep in budget."
Dining Room

"Before"

Living Room

“Living Room”
Corridors

"Before"

New Apartments

"Solariums"
NOT...The End

Bayview

www.bayviewseattle.org

www.rfmarch.com  www.ziegler.com

www.claconnect.com  http://zumbrunnen.com/
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