



the **hearth**

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HEARTH MANAGEMENT OVERVIEW

CONTENTS

- SECTION 1: OPERATOR INFORMATION 3**
- SECTION 2: HEARTH COMMUNITIES 15**
- SECTION 3: THE HEARTH MANAGEMENT TEAM 24**
- SECTION 4: FAHS CONSTRUCTION GROUP 28**
- SECTION 5: OUR RESPONSE TO COVID-19 32**
- SECTION 6: WHITE GLOVE SERVICE: A STEP ABOVE 36**

OPERATOR INFORMATION

● COMMUNITY MANAGEMENT



Here's an overview of what you can expect when you partner with Hearth Management:

Operations

- Prepare and submit all reports, statements of affairs or records required by the federal, state or local government or any affiliated entity or agency
- Supervise the procurement of all food, supplies and equipment
- Develop and executing robust, meaningful signature programs
- Ensure the highest rate of satisfaction from our residents and their families

Clinical Services

- Oversee all wellness programs
- Maintain a continuing awareness of each resident's total wellbeing including mental health, dietary needs, and medications
- Advocate resident rights, resident safety, and Hearth Management's Live More Programming philosophy.

Finance & Accounting

- Maintain of a monthly balance sheets, statements of profit and loss, and statements of cash flow.
- Maintain resident billing records, accounts receivable and collection records, accounts payable records
- Oversee the preparation and submission of annual budgets
- Analyze the monthly rental rates to insure reasonableness within the respective marketplace
- Manage the collection of all amounts due from all sources including residents, and if

appropriate, third party payers

- Evaluate the financial resources of prospective residents to determine their ability to pay the monthly rental rate on a timely basis

Human Resources

- Hire and train all staff members effectively and within applicable state regulations
- Handle employee complaints and workers compensation cases
- Manage employee payroll

Sales & Marketing

- Oversee monthly, quarterly, and annual marketing plans
- Manage community websites, collateral, and messaging
- Oversee all ad placement and metrics
- Implement innovative marketing strategies to drive census goals



● CARE OFFERED

○ INDEPENDENT LIVING

Hearth Management's independent program has been designed for seniors wishing to have a residence without the daily responsibilities of interior maintenance, taxes, landscaping, utility bills and transportation. Monthly rental fees will include the following:



- A comprehensive recreational and cultural activities program including arts and crafts, exercise, and wellness clinics
- A visiting pharmacist
- On-site visitations by the residents' physicians
- Restaurant style dining providing continental breakfast and dinner daily
- Monthly housekeeping and linen services
- 24-hour security and medical alert
- An emergency call system
- Scheduled transportation for shopping, physician appointments, cultural activities and religious services
- Laundry rooms
- Full-time concierge
- Building janitorial and maintenance services
- Cable television

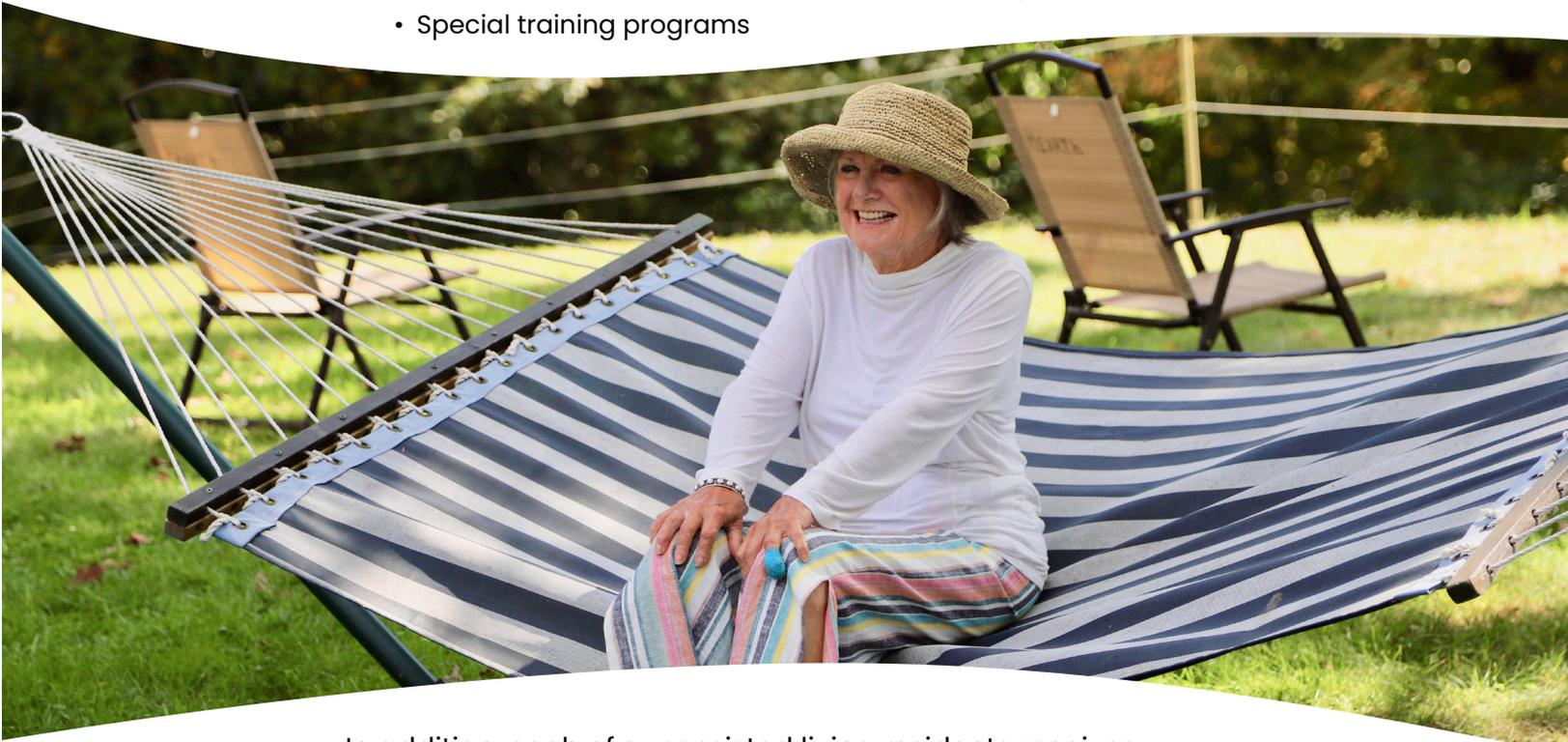
○ ASSISTED LIVING PROGRAM

This program has been designed primarily for frail seniors whose average age will be over 70 and who have special needs for personal care services with the activities of daily living (ADLs). It is anticipated that many, if not most of the residents, will be referred by primary care physicians and hospital discharge planners who previously would have referred those residents unnecessarily to nursing homes. As a result of these referrals, residents will have the opportunity to live independently with supervision through an intensive program of services and activities in a residential setting, rather than being subject to physical and mental decline as they so often do while being patients of nursing homes.

SECTION 1: OPERATOR INFORMATION

Services to be provided to our residents include assistance with:

- Meal preparation
- Bathing
- Dressing
- Grooming
- Walking and ordinary movements
- Toileting and hygiene
- Supervision and assistance in the administering of medication
- Special training programs



In addition, each of our assisted living residents receives:

- A comprehensive recreational and cultural activities program including arts and crafts, exercise, and wellness clinics
- A visiting pharmacist
- On-site visitations by the residents' physicians
- Restaurant style dining providing three meals per day
- Housekeeping and linen services
- 24-hour security and medical alert
- An emergency call system
- Scheduled transportation for shopping, physician appointments, cultural activities and religious services
- Trash removal
- Full-time concierge
- Building janitorial and maintenance services
- Cable television



**KEEPSAKE VILLAGE
PROGRAM**

The staff and leadership of Hearth Management have developed a program to aid people with Alzheimer’s and other forms of dementia. This program is called Care Connect. Care Connect is committed to improving the quality of life for all of our residents. While other dementia programs overlook the emotional needs of the resident, choosing to concentrate on the physical side of the illness, we believe that the whole person must be considered and treated with respect and consideration.



The Hearth's Keepsake Village program is designed to provide the following for our residents and their families:

Coping and Caring

- Staff specifically trained for Alzheimer's/Dementia Care

Sense of Control and Independence

- Minimal restrictions and freedom of movement
- Daily routines to minimize anxiety
- Areas of privacy and socialization
- Access to the outdoors

Interaction and Socialization

- Activity Room

Peace of Mind

- Secured patio and gardens
- Safety features throughout the building
- Building fully secured with state-of-the-art wander control system
- Easy traffic patterns and cues

Homey Atmosphere

- Country kitchens
- Small family groupings
- Intimate dining
- Non-institutional



Care giving at all Hearth communities focuses on the residents' abilities and well-being.

Through listening, tactile stimulation, verbal cues and old fashioned caring, our program offers our residents a quality of life they deserve.

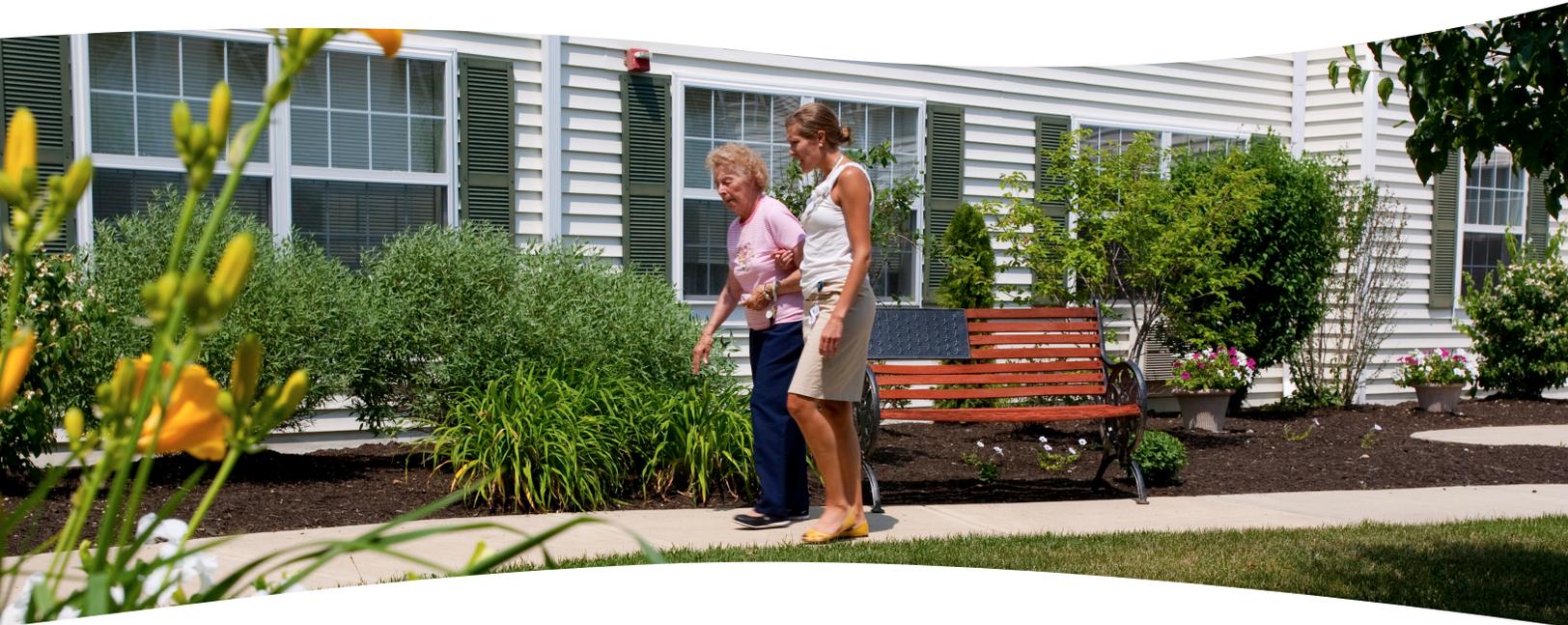
● HEARTH PROGRAMS

CARE CONNECT

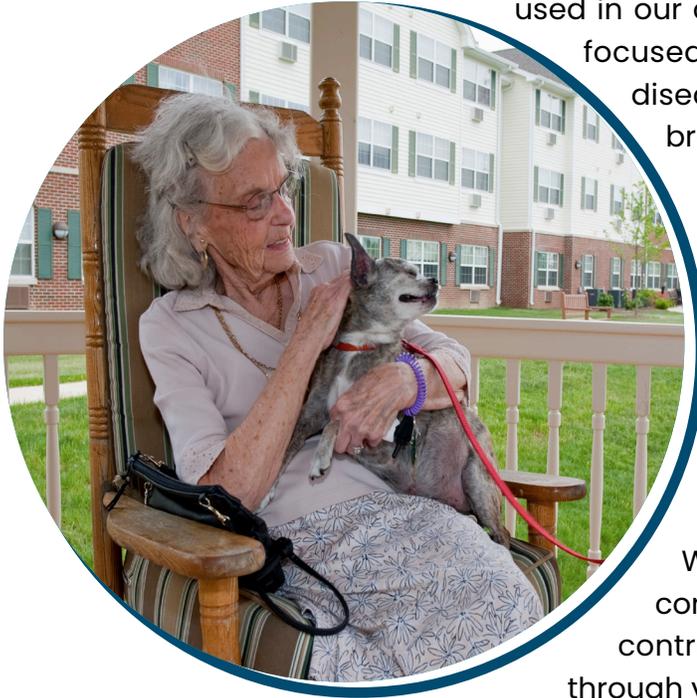


Care Connect is a holistic approach to caring for our older adults. It is a unique theme and attitude that runs through all Hearth communities and distinguishes us from our competitors. Care Connect makes our communities better places for residents to live, families to visit and employees to work.

At the heart of Hearth's Care Connect concept is teaching our employees to see things as others see them and hear things as others hear them. This enables us to better understand and communicate with the seniors who live in our communities and the people who love them. This concept is combined with an ongoing education program that provides us with the medical, social and psychological knowledge base to better care for our residents.



Care Connect was created by Hearth Management in 2004, when a small group of key employees came together in a series of intense brainstorming sessions to identify and organize the best practices being



used in our communities. Although Care Connect originally focused on understanding residents with Alzheimer's disease and dementia, it has since evolved into a broader company vision and mission.

Care Connect currently consists of 13 learning modules that include sensory and dementia simulations, Introduction to Alzheimer's and Dementia, Communications, Behavior, Nursing, Dining and Nutrition, Activities and Recreation, Physical Plant, Ethics, and Family Dynamics, Validation Therapy, Employee/Caregiver Stress Management and Customer Service.

We recognize, however, that Care Connect will continue to evolve and grow in the future. You can contribute to Care Connect's evolution and growth through your active participation in the program.

Each community will form a Care Connect Committee. The Committee will consist of at least 6 employees. One employee will be appointed the team leader and 5 additional members will be chosen from the communities departments. The team leader from each Hearth community will give updates periodically to the Care Connect Leadership Team to revise, review and implement changes or additions to the program. The Administrator/Executive Director of each Hearth community will be responsible for implementing its Care Connect Committee.

Care Connect contains individual learning modules that will be used throughout the year for in-services for all employees. The Care Connect Committee will decide which team member will present which module throughout the year for continuous education.

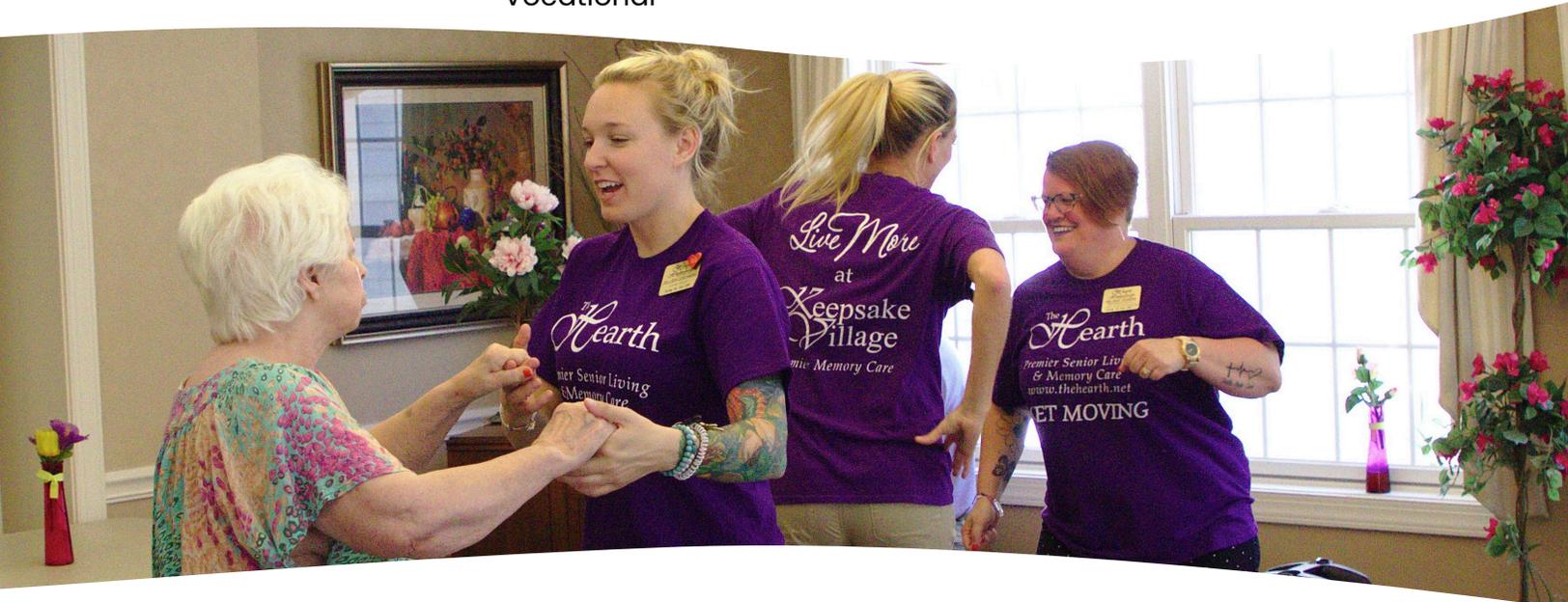
The Executive Director will introduce Care Connect to all new employees through orientation. When Hearth management builds or acquires a new community, a 2 day Care Connect in-servicing will be provided for all directors and the Executive Director.

 LIVE MORE



Through Live More, our residents benefit holistically by enjoying a fulfilling life in a comfortable setting. Our Live More philosophy helps residents live at their optimal level of wellness across eight key areas:

- Intellectual
- Spiritual
- Emotional
- Social
- Nutritional
- Physical
- Environmental
- Vocational



At The Hearth, we recognize that no two people are the same. That's why we get to know an individual's personal history through our Resident Lifestyle Survey.

By getting to know our residents as close personal friends, we help ensure that they play a key role in shaping our community culture. Our residents have input on every service and activity we offer. It's our Live More philosophy and it's woven into everyday community life!

MOVE MORE

Mobility is essential for physical well-being. In fact, research has shown there are significant emotional, social and intellectual health benefits. Mobility allows for truly independent living and a greater sense of confidence.

Residents of The Hearth reap the benefits of the mobility opportunities including outings, gardening, our walking club, yoga, Tai Chi, dancing, NuStep, bowling, playing pool, daily fitness classes and an endless variety of engaging events and activities.

Wellness Aides are on hand at The Hearth to ensure our residents' practice the right steps toward improved strength, mobility and balance.

Move More is a key component of our Live More® philosophy—allowing residents to live fully!

THINK MORE

Our bodies aren't the only things that need exercise. Engaging in a structured, brain-challenging exercise group can contribute to helping you become more mentally fit. Through Think More, you can continue to learn while improving cognitive skills. So join Think More and get ready to Live More!

Taking part in Think More isn't the only brain-healthy habit you can form. Regular mental stimulation, physical exercise, good nutrition, stress management, and sound sleep can help to improve and maintain overall brain health. Now that's something to think about!



● HEARTH UNIT BREAK DOWN

OPERATING	NUMBER OF UNITS
The Hearth at Castle Gardens - Vestal, NY	86
Castle Gardens Keepsake Village - Vestal, NY	42
The Hearth at Greenpoint - Liverpool, NY	186
Greenpoint Keepsake Village - Liverpool, NY	48
The Hearth on James - Syracuse, NY	71
The Hearth at Tuxis Pond - Madison, CT	80
Keepsake Village, Tuxis Pond - Madison, CT	25
The Hearth at Gardenside - Branford, CT	96
Keepsake Village, Gardenside - Branford, CT	33
The Hearth at Stones Crossing - Greenwood, IN	101
Keepsake Village, Stones Crossing - Greenwood, IN	30
Sycamore Village - Fort Wayne, IN	86
Sycamore Village Memory Care - Fort Wayne, IN	46
The Hearth at Juday Creek - Granger, IN	86

SECTION 1: OPERATOR INFORMATION

OPERATING	NUMBER OF UNITS
The Hearth at Juday Creek Memory Care – Granger, IN	47
The Hearth at Southbury – Southbury, CT	96
The Hearth at Southbury Memory Care – Southbury, CT	28
The Hearth at Tudor Gardens – Zionsville, IN	101
The Hearth at Tudor Gardens Memory Care – Zionsville, IN	30
The Hearth at Hendersonville – Hendersonville, TN	100
The Hearth at Hendersonville Memory Care	30
Sisters of St. Francis – Syracuse, NY	96
The Hearth at Franklin – Franklin, TN	86
The Hearth at Franklin Memory Care	40
The Hearth at Glastonbury – Glastonbury, CT	91
The Hearth at Glastonbury Memory Care	44
Total Operating:	1805

HEARTH COMMUNITIES

● CONNECTICUT COMMUNITIES

THE HEARTH AT GARDENSIDE

The Hearth at Gardenside is a 96-unit Assisted Living Community located in Branford, Connecticut. This property was acquired in April 2005 and is situated on a picturesque landscape along an inlet to the Long Island Sound. This is truly one of a kind in this area offering a quality of life for seniors at various levels of care. In addition to the assisted living level of



care provided by qualified personnel, the community also offers a dedicated unit for those living with dementia and Alzheimer's. The Hearth at Gardenside shows many similarities to Assisted Living properties constructed by the Fahs Group in terms of size and layout, which makes the day-to-day operations more conducive to Hearth's style. This property now is as successful as the Madison property twelve miles down the road.

The Hearth at Gardenside Keepsake Village is a 33-unit memory care portion of the facility. Located a half mile from the beaches of the Long Island Sound, The Hearth at Gardenside Keepsake Village provides the warmth of home in a welcoming country setting, as a result of the Hearth's exceptional reputation in the Facility and the industry, we could no longer accommodate our growing demand for memory care services. Construction of a 17-unit addition to the Keepsake Village was completed in 2009. Keepsake Village is designed to assist our residents with memory loss to live in a dignified, comfortable residential setting while receiving the professional assistance and stimulation they need, 24 hours a day.

THE HEARTH AT GLASTONBURY

The Hearth at Glastonbury is a 135-unit independent/assisted living and memory care center located in Glastonbury, CT. The independent/assisted living units consist of 91 units in a 3-story building. The

Alzheimer's/dementia units are located in a 1-story building and consist of 44 units. The facility opened its doors in September 2014.

THE HEARTH AT SOUTHBURY

The Hearth at Southbury was purchased in January 2010. Southbury is made up of 96 spacious assisted living apartments, with a variety of floors plans. Offering both Independent Living and Assisted Living services, this facility is Hearth Management's most recent acquisition. With an on-site



Home Health Care Agency, Hearth Management can offer our residents the ability to age-in-place. Located in an upscale community this facility offers larger apartments and specifically designed interiors and exteriors. We are proud to offer superior services within an environment that far exceeds those of our competitors.

Southbury Keepsake Village is a 28-unit secured wing specializing in Alzheimer's/ Dementia care. This portion of the building has an enclosed courtyard, where the residents can safely be outside. Keepsake Village also provides community based activities geared specifically towards residents with dementia. These activities take into account the varying abilities of residents at different stages of the disease. The apartments in Keepsake Village are spacious studios that come furnished, with the safety and comfort of the resident in mind.

THE HEARTH AT TUXIS POND

The Hearth At Tuxis Pond is the 80-unit component of our Madison, Connecticut senior living facility. Tuxis Pond offers both Independent Living and Assisted Living services. With an on-site Home Health Care Agency, Hearth Management can offer our residents the ability to age-in-place. The Town of Madison is an upscale community, which offered no other senior living facilities. The Hearth at Tuxis Pond was designed and built to answer this need. We are proud to offer superior services within an environment that far exceeds those of our competitors in adjacent Towns.

The Hearth At Tuxis Pond Keepsake Village The Fahs Group's first



Connecticut Senior Living Community is located in Madison on the Atlantic coastline. Keepsake Village is the 25-unit Alzheimer's/Dementia portion of a building which offers Assisted Living as well as this secure neighborhood. Following Hearth Management's mission of providing superior care to these special residents, individual programs have been developed to allow each resident to live life to its fullest. Specially trained staff within our secure environment cares for residents. Quality care, special programs and secure environments all combine to bring excellence to our most deserving of residents.

● INDIANA COMMUNITIES

THE HEARTH AT JUDAY CREEK

The Hearth at Juday Creek was opened in December 2009. Juday Creek is made up of 86 spacious assisted living apartments, with a variety of floor plans. This state of the art facility has four comfortable sun rooms for the residents to enjoy as well as a billiards room, fitness center and a movie theater. Residents can also enjoy daily activities, which include trips to the zoo, shopping centers, and restaurants. Residents at Juday Creek, benefit from provided transportation for all of their social and personal needs.



Juday Creek Keepsake Village is a 47-unit secured wing specializing in

Alzheimer's/Dementia care. This portion of the building has an enclosed courtyard, where the residents can safely be outside. Keepsake Village also provides community based activities geared specifically towards residents with dementia. These activities take into account the varying abilities of residents at different stages of the disease. The apartments in memory care are spacious studios that come furnished, with the safety and comfort of the resident in mind.

THE HEARTH AT STONES CROSSING

The Hearth at Stones Crossing opened its doors in October of 2007. This assisted living facility boasts 101 beautiful studio, one bedroom, one bedroom deluxe and two bedroom apartments.



Newly designed with beautiful courtyards, a gazebo set on the pond and a state of the art movie theater, residents enjoy their new home and all the amenities it provides. The Hearth at Stones Crossing is situated about 20 minutes from downtown Indianapolis and minutes from suitable shopping, dining, and recreation. At the time of opening, Stones Crossings was filling its apartments at rates higher than any of our other properties. The Hearth at Stones Crossing, in a short time, has established its superior services, and high quality lifestyle among its competitors.

The Hearth at Stones Crossing Keepsake Village is a secure 30-unit memory care portion of the building. It was created with the needs of those residents with memory impairment/dementia in mind. Residents residing here benefit from daily activities and enrichment as well as 3 full restaurant style meals per day, and 24-hour nursing care. The mission behind Keepsake Village is to provide exceptional care while residents maintain some feeling of dignity and independence.

THE HEARTH AT SYCAMORE VILLAGE



Sycamore Village was opened in July of 2008. Sycamore Village is made up of 86 spacious assisted living apartments, with a variety of floor plans. At Sycamore Village, residents benefit from a quiet country setting set on 10 rural acres located just outside downtown Fort Wayne. This state of

the art facility has four comfortable sun rooms for the residents to enjoy as well as a billiards room, fitness center and a movie theater. Residents can also enjoy daily activities, which include trips to the zoo, shopping centers and restaurants. Residents at Sycamore Village benefit from provided transportation for all of their social and personal needs.

Sycamore Keepsake Village is a 46-unit secured wing specializing in Alzheimer's/Dementia care. This portion of the building has an enclosed courtyard, where the residents can safely be outside. Keepsake Village also provides Facility based activities geared specifically towards residents at different stages of the disease. The apartments in memory care are spacious studios that come furnished, with the safety and comfort of the resident in mind.

THE HEARTH AT TUDOR GARDENS

The Hearth at Tudor Gardens opened in February 2010. Tudor Gardens is made up of 101 spacious assisted living apartments, with a variety of floors plans. This state of the art facility has



four comfortable sun rooms for the residents to enjoy as well as a billiards room, fitness center and a movie theater. Residents can also enjoy daily activities, which include trips to the zoo, shopping centers, and restaurants. Residents at Tudor Gardens, benefit from provided transportation for all of their social and personal needs.

Tudor Gardens Keepsake Village is a 30-unit secured wing specializing in Alzheimer's/Dementia care. This portion of the building has an enclosed courtyard, where the residents can safely be outside. Keepsake Village also provides community based activities geared specifically towards residents with dementia. These activities take into account the varying abilities of residents at different stages of the disease. The apartments in memory care are spacious studios that come furnished, with the safety and comfort of the resident in mind.

● NEW YORK COMMUNITIES

THE HEARTH AT CASTLE GARDENS

The Hearth at Castle Gardens, which opened in 1990, originally consisted of 71 independent units. As our residents began to age in place, we started construction on Phase II. This addition, along with Enriched Living licensure, gave Castle Gardens the opportunity to offer a continuum of care for our residents. Today, Castle Gardens consists of 86 units. This two-story community offers interior landscaped courtyards, lounge/lobby areas, library, convenience store, laundry room, beauty salon, wellness center, card room, and a beautifully appointed full-service restaurant. Due to this



ever-changing industry Hearth Management has expanded its enriched living program to ensure stability for the residents in their later years. Located in the Southern Tier of New York State, Castle Gardens is a setting where seniors can live securely and independently, enjoying a full complement of amenities and services in a facility atmosphere of warmth and caring in close proximity to family and friends.

Castle Gardens Keepsake Village is a 42-unit Alzheimer's/Dementia wing which is attached to Castle Gardens Senior Living. This secured neighborhood offers an environment that has been carefully designed to provide its residents with the proper amount of stimulation and security.

The design allows for a homelike atmosphere while targeting the special needs of this population.

THE FRANCISCAN VILLA

Franciscan Villa is a creative partnership between the Sisters of St. Francis of the Neumann Communities and Hearth Management, a locally based, nationally recognized leader in senior housing.



For more than 100 years, St. Anthony Convent was the primary residence for the Sisters of St. Francis in central New York. When it became clear that the convent's structural integrity and cost of continued renovations and maintenance no longer made it and the nearby Jolenta Convent an appropriate home, the Sisters sought a different kind of housing arrangement. The Sisters partnered with Hearth Management to develop a residence unlike any other. In collaboration with

Hearth Management, the Sisters have exclusive rights to the house's 96 residences through 2024. In keeping with the religious orientation of its residents, Franciscan Villa features a Roman Catholic chapel.

The two-story residence is organized into eight "households." Each household includes 12 bedrooms organized around a central living space and kitchenette. Each neighborhood has its own screened porch that opens out to or overlooks sensory gardens. Each garden is specially designed to be accessible and enjoyable to people with and without disabilities. They are a delight to all the senses and include scented and edible plants, sculptures, wind chimes, elevated plant beds, textures, and widened paths for wheelchair access. Franciscan Villa also includes a dining hall, common space for gathering and ministries and offices. There is a library, fitness room and salon as well as Around the Corner gift shop and NunBetter Chocolate shop. The 50 acre Franciscan Villa Property affords ample green space for walking and enjoying nature. A central courtyard featuring a screened gazebo, walkways, and bronze statue of St. Marianne Cope can be seen from the parlor and dining room.

THE HEARTH AT GREENPOINT



The Hearth at Greenpoint is a 186-unit two-story development. Built in 1991 and expanded in 1995, this retirement complex offers residents the opportunity to participate in a continuum of lifestyles, including higher

levels of care. In addition to the amenities offered by its sister facility, Castle Gardens, Greenpoint is proud to offer a large, fully furnished health club. Located in Liverpool, New York, just outside of Syracuse, this community, although self-contained, is convenient to neighborhood shopping, recreation and educational opportunities.

KEEPSAKE VILLAGE AT GREENPOINT

Keepsake Village at Greenpoint is The Fahs Group's first freestanding Senior Living Community specifically designed and operated to meet the needs of residents with Alzheimer's and other Dementia conditions. Located on the same campus as Greenpoint Senior Living Facility, Keepsake Village offers 48 units and an environment that is conducive to allowing maximum retention of dignity while providing a secured setting.

THE HEARTH ON JAMES

The Hearth on James is a three story 71-unit Independent Living Community with Enriched Housing located in Syracuse, New York. This facility is Hearth's second property in the area and was acquired in September of 2002 after previously being poorly utilized as independent senior apartments. Hearth refurbished and revitalized the building's interior and exterior facade, and presented a fresh new atmosphere for seniors to live and enjoy a full complement of amenities and services in a facility atmosphere of warmth and caring. The building stands out as one of the classier



properties along the busy city streetscape, and the facility itself carries the name synonymous with excellence in senior living in Syracuse. Hearth repositioned the property in the beginning of 2009 by removing the dementia units.

● TENNESSEE COMMUNITIES

THE HEARTH AT FRANKLIN

The Hearth at Franklin is a 126-unit independent/assisted living and memory care community located in Franklin, TN. The independent/assisted living units consist of 86 units in a 3-story building. The Alzheimer's/dementia units are located in a 1-story building and consist of 40 units. The facility opened its doors in November 2014.



THE HEARTH AT HENDERSONVILLE

The Hearth at Hendersonville is a 130-unit independent/assisted living and memory care center located in Hendersonville, TN. The independent/assisted living units consist of 101 units in a 3-story building. The Alzheimer's/dementia units are located in a 1-story building and consist of 30 units. The total site acreage is approx. 8.4 acres, including retention and common areas. Construction was completed March 2012, and the facility opened its doors to residents on April 20, 2012.



THE HEARTH MANAGEMENT TEAM

The Hearth management team, including its affiliates at Fahs Construction, has a history over the past 30 years of working closely and successfully together. Hearth takes special pride in its warm and personal approach to management, both with respect to its employees as well as its residents. Hearth derives significant benefits from its close relationship with Fahs Construction, the owner/developer/builder of the Hearth assisted living facilities. Below is a description of the key personnel which operates Hearth and its key affiliates.

As a company in a state of stable growth, Hearth Management knows the value of hiring and retaining quality personnel. Hearth Management employs top professionals within the fields of management, marketing and administration. Below is a summary of key management.



MAYNARD FAHS,

Chief Executive Officer and
Founder

Maynard Fahs, Jr. is the founder of Hearth Management. Maynard brings more than 30 years of successful construction, development and management experience to the Hearth Management team. He has been instrumental in the creation and expansion of both Fahs Construction and Hearth Management LLC. Although he delegates important responsibilities to key executives within the two companies, Maynard maintains an active involvement in all important aspects of corporate strategy as well as certain daily management matters. In addition to his activities and responsibilities at Fahs and Hearth, Maynard Fahs is a member of The Associated General Contractors and The Associated Building Contractors of the Triple Cities. In 2003 Maynard was named "Entrepreneur of the Year" for upstate New York by Ernst & Young and was also honored by the Alzheimer's Association of Central New York.



MARK BURRITT

Chief Financial Officer

Mark Burritt has been the Chief Financial Officer of Hearth Management LLC and Fahs Construction since 1998 and 1990 respectively. Mark is responsible for project finance, corporate accounting, the creation and monitoring of all financial controls, property and corporate budgeting and the internal review of all legal documents. Between 1981 and 1985, Mark was assistant controller for Murray Walter, Inc., a top 500 Construction company. He was involved in the development of several Section 8 housing projects throughout the Northeast for Walter Perlstein, a subsidiary of Murray Walter, Inc. Mark has been involved in the start-up or turn-around of several businesses in the last thirty years. Mark received a Bachelor of Business Administration from Campbell University.

SECTION 3: THE HEARTH MANAGEMENT TEAM



KEVIN HUNTER

Chief Operating Officer

Kevin Hunter joined Hearth Management in 2018. Kevin brings decades of experience to the company and has a proven record of taking Senior Living, and Healthcare Companies to the next level. Previously, Kevin was the head of operations for Greenfield Senior Living, Vice President of Sales & Marketing at Compass Pointe Healthcare (currently Milestone), Vice President of Operations at Atria Senior Living Group, and Chief Operating Officer at Forest City/Sterling Glen Communities.



JONATHAN BARBIERI

Senior Vice President of
Sales and Marketing

Jonathan Barbieri joined Hearth Management in 2018. As the Senior Vice President of Sales and Marketing, Jonathan oversees the company's sales and marketing initiatives by creating, executing and monitoring the occupancy growth and stability of our communities. Jonathan has over 15 years of experience in healthcare and business development. He holds a master's certification in healthcare leadership from Cornell University, a bachelor's degree in nursing from the University of South Carolina and is a registered nurse and administrator in Pennsylvania.



JANET HAYNES, RN

Vice President of Clinical
Services

Janet Haynes, RN has worked in health care for over 30 years. Her past roles include Care Aide, Licensed Practical Nurse, Registered Nurse, and Executive Director. Janet joined the Hearth Management team in 1996, and has held various positions including Director of Nursing, and Executive Director of Castle Gardens. Now, as Hearth Management's Vice President of Clinical Services, she oversees resident care, state regulatory compliance, and clinical services training. Janet has extensive experience in Memory Care, and was instrumental in the development of Hearth's "Care Connect" Program. She is a former Alzheimer's Association of Central New York board member, and ALFA Champion Award recipient. Janet holds her R.N. licensure in Connecticut, Indiana, New York, and Tennessee.

SECTION 3: THE HEARTH MANAGEMENT TEAM



KRISTIN PURDY

Vice President of Finance & Accounting

Kristin joined The Hearth as Vice President of Finance in August 2019. In this position, Kristin is responsible for the company's Accounting and Information Technology Departments. Kristin is new to the senior housing environment but brings over 20 years of financial management and leadership with her from the manufacturing and medical device Industry. She holds a Bachelor's Degree in Accounting and a Masters in Business Administration.



CHRISTY LECLAIR

Vice President of Human Resources

Christy has been a valued Hearth team member since March of 2017. As the Vice President of Human Resources, Christy partners with the company's leadership to drive and support Human Resources practices and provides strategic leadership to Hearth Executives in areas of benefits, administration, compensation, employee relations, training and development, and recruitment. Christy collaborates to develop and execute strategies to motivate and engage the workforce to achieve the company's objectives. Christy is recognized as a Professional in Human Resources (PHR) by the Human Resource Certification Institute (HRCI) which demonstrates mastery of the technical and operational aspect of HR practice and U.S. laws and regulations. Christy is also recognized as a Society for Human Resource Management Certified Professional (SHRM-CP) which is a competency and knowledge-based certification. She is also a member of the Society for Human Resource Management (SHRM) and the CNY SHRM Chapter where she served as a board member and the chairperson of the Events Committee.

SECTION 3: THE HEARTH MANAGEMENT TEAM



KARA KHANZADIAN

Regional Vice President of Operations

Kara Khanzadian has been with Hearth Management since 2007. A graduate of Pace University's Lubin School of Business with a bachelor's degree in Marketing Management and a minor in Fine Arts, her primary role is oversight and management of Hearth's four Connecticut communities and five New York communities. She also plays a role in the development and integration of other Hearth programs and initiatives such as Care Connect, Live More and Policies and Procedures. Kara is a licensed Residential Care Administrator (Indiana) and has also functioned as a traveling Executive Director for Hearth Management. Kara is also involved with the process and coordination of opening our new communities throughout the company.



JAY KROFT

Regional Vice President of Operations

Jay is the Regional Vice President of Operations for Hearth communities in Indiana and Tennessee. He has over 8 years of leadership experience in the senior living and healthcare fields, and specializes in operations consulting and strategy. Jay holds a Bachelor's Degree from Indiana Institute of Technology, and Master's Degree from Xavier University.

FAHS CONSTRUCTION GROUP

● COMPANY OVERVIEW



Fahs Construction Group was founded in 1947 as a commercial paving contractor. Over the years it has evolved into a diverse construction company with three divisions.

The Commercial Paving Division focuses on all phases of site work construction specializing in commercial paving. Our asphalt paving crews have extensive experience and expertise in porous pavement, overlays & repairs; and maintenance of existing pavements.

The Development Construction Division focuses on private general construction projects as well as development of all Hearth properties. Started in 1989, this division has constructed over 20 assisted living properties in four states – New York, Indiana, Connecticut and Tennessee.

The General Construction Division focuses on public general construction projects. Work has included the construction of science buildings and student housing on SUNY college campuses, hospitals, military installations, water treatment plants, pre-engineered metal buildings, athletic facilities and secondary schools in Binghamton, Cortland, Ithaca, Ovid, Marcellus, Newfield, Moravia, Sidney, Syracuse, Rochester, Vestal, Johnson City, Chenango Forks, Whitney Point and Wolcott.

Fahs Construction Group has performed work in five states – New York, Indiana, Tennessee, Pennsylvania and Connecticut. We have developed excellent working relationships with both public and private entities and have performed multiple projects for each. Our

client list includes: The Dormitory Authority for the State of New York, The State University Construction Fund, Office of Government Services, Binghamton University, SUNY Cortland, Cornell University, Hearth Management, Borg Warner, Wegmans Food Markets, The New York State Office of Alcohol and Substance Abuse and numerous school districts throughout New York. Our highly trained and experienced construction professionals, routinely perform earthwork and utility installations utilizing the latest GPS technology, asphalt paving, building demolition, structural concrete, rough and finish carpentry, doors, frames and hardware installation and metal studs and drywall. Self-performing these key areas of a construction project gives us the ability to control the schedule. Our focus on quality and safety assures every project is completed to the client's expectations every time.

Fahs Construction Group operates at the leading edge of information technologies to perform our work. We utilize SAGE Construction Software, integrating estimating, accounting and financial reporting for field and office staff, HH2 Software for payroll and daily reporting, TimberScan for invoice approval and document management, Primavera P6 Scheduling Software to develop workable schedules and Office 365 for seamless information flow across the entire company.

Fahs Construction Group is positioned for growth in this competitive construction marketplace. We are prepared to meet the needs of all our clients while completing projects on time and on budget.

● COMPANY DIVISIONS

Fahs Construction Group's Commercial Division draws on over 50 years of commercial paving experience. This foundation has allowed this division to expand to bidding site-work contracts, airport runway projects, EMAS aircraft arresting system projects and pavement maintenance contracts. Our list of clients include: the US Federal Bureau of Prisons, Wegman's Food Markets, Best Buy, Walmart, Cornell University, SUNY Binghamton, Brixmore, Vornado, Borg Warner Automotive, Little Rock Regional Airport and the Binghamton Regional Airport.

Fahs Construction Group's General Construction Division has been growing steadily in the competitive bidding marketplace. Specializing in site-work, concrete foundations

and finishes, Fahs Construction Group is currently performing over \$100 MM worth of general construction work. We have completed projects for the City of Binghamton, Binghamton University, Cornell University, many school districts throughout New York State, the Dormitory Authority for the State of New York, the Office of General Services and the State University Construction Fund.

Fahs Construction Group's Development Division handles all our private negotiated work. We have built assisted living facilities, affordable housing and hotels in four different states. We have veteran superintendents and field management personnel who specialize in this type of construction and thoroughly understand the product they are building.

The following development projects highlight our extensive experience in the health care and hospitality construction markets.

● REAL ESTATE DEVELOPMENT PROJECTS

PROPERTY/LOCATION	NUMBER OF UNITS	COMPLETED	CONTRACT AMOUNT
ASSISTED LIVING PROPERTIES			
The Hearth At Castle Gardens Vestal, NY	129	Oct-90 - Phase 1 Sept-94 - Phase 2 Nov-99 - Phase 3	\$12,000,000.00
The Hearth At Greenpoint, Syracuse, NY	186	Apr-90 - Phase 1 Sept-96 - Phase 2	\$13,000,000.00
Stamford Village Apartments, Stamford, NY	24	Sept-96	\$2,100,000.00
Chenango Valley Homes, Norwich, NY	92	Jul-97	\$2,000,000.00
Senior Quarters At Albany, Albany, NY	129	Nov-97	\$8,500,000.00
Senior Quarters At, Stratford, Stratford, CT	124	Sept-98	\$8,800,000.00
Keepsake Village At Greenpoint, Syracuse, NY	48	Nov-98	\$3,600,000.00
Ithacare/ Longview , Ithaca, NY	143	Mar-99	\$9,000,000.00

SECTION 4: FAHS CONSTRUCTION GROUP

PROPERTY/LOCATION	NUMBER OF UNITS	COMPLETED	CONTRACT AMOUNT
The Hearth At Windemere, Fishers, IN	126	Dec-00	\$9,500,000.00
The Hearth At Tuxis Pond, Madison, CT	105	Oct-01	\$9,500,000.00
The Hearth At Prestwick, Avon, IN	131	Aug-03	\$9,300,000.00
The Hearth At Stones Crossing, Greenwood, IN	131	Sept-09	\$10,200,000.00
The Hearth At Sycamore Village, Fort Wayne, IN	131	Jul-08	\$10,425,000.00
The Hearth At Gardenside Addition Branford, CT	30	Sept-09	\$2,163,000.00
The Hearth At Juday Creek, Mishawaka, IN	131	Nov-09	\$11,513,000.00
Ithacare/ Longview Addition, Ithaca, NY	32	Jan-10	\$4,415,000.00
The Hearth At Hendersonville Hendersonville, TN	131	Feb-12	\$11,700,000.00
The Hearth At Glastonbury, Glastonbury, CT	131	Jun-14	\$15,000,000.00
Sisters Of St. Francis, Syracuse, NY	110	Jun-14	\$14,675,000.00
The Hearth At Franklin, Franklin, TN	131	Aug-14	\$12,600,000.00
AFFORDABLE HOUSING			
Fredonia Commons, Fredonia, NY	36	Nov-05	\$3,600,000.00
Elizabeth Crossings, Waterloo, NY	40	Jun-07	\$4,530,000.00
YWCA Rehabilitation, Binghamton, NY	69	Jun-08	\$6,000,000.00
East Hills Senior Living, Binghamton, NY	32	Jul-08	\$4,245,000.00
Liberty Street Apartments, Binghamton, NY	12	Jun-10	\$1,800,000.00
HOTELS			
Staybridge Suites Hotel, Stratford, CT	135	Jun-02	\$8,600,000.00
Hampton Inn Hotel, Poughkeepsie, NY	129	Jul-08	\$13,675,000.00
Sleep Inn, Syracuse, NY	54	Apr-16	\$4,101,000.00

OUR RESPONSE TO COVID-19

● PUTTING SAFETY FIRST

As soon as reports of COVID-19's threat to the American people hit the air waves, our Clinical and Executive Leadership teams began closely monitoring the development of the virus as reported by the CDC, and developing policies and protocol to share with our teams.

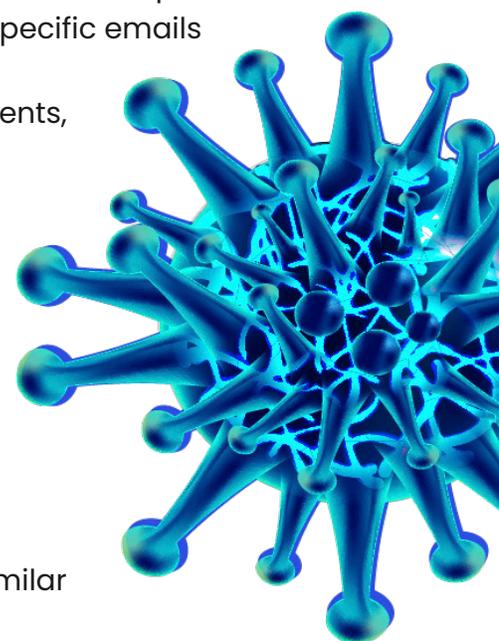
Through the coming weeks and months, the Home Office Executive Leadership team conducted numerous training sessions, sent weekly, community-specific emails to family members with updates, and developed a detailed COVID-19 website with helpful resources for family members, residents, team members, and the media, along with FAQs.

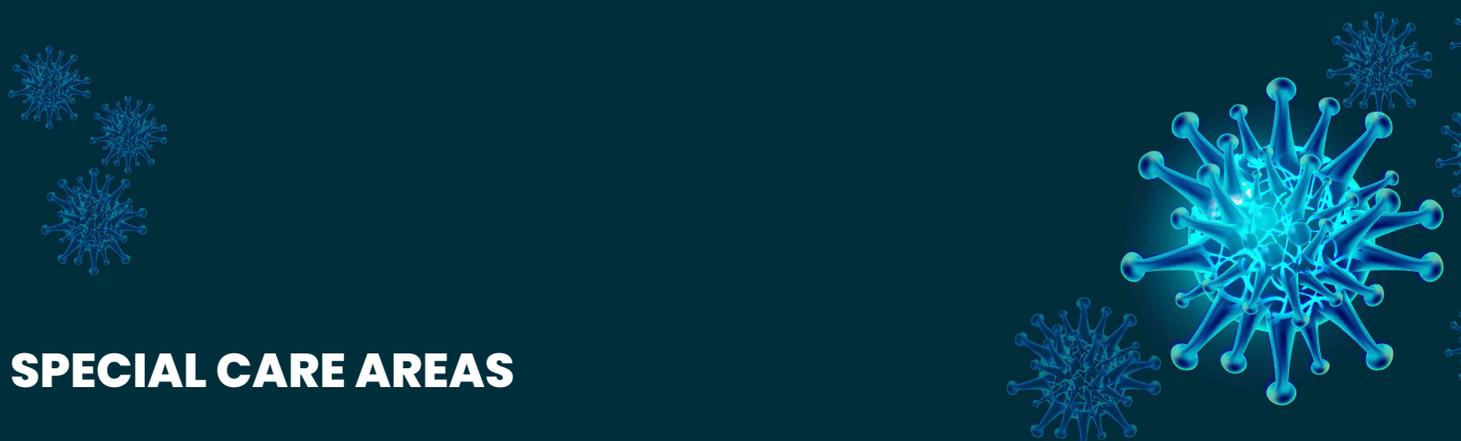
Throughout the course of The Hearth Executive Leadership team's COVID-19 efforts, nearly 70 resources were created, in-house, and disseminated company-wide to help community teams prevent the spread of the virus.

As an additional layer of precaution, we also entered into a portfolio-wide agreement with Viking Pure Solutions, a company specializing in non-toxic, hospital-grade disinfection. Viking Pure's products have proven ability to kill fungus, bacteria, and viruses similar to COVID-19.

Each Hearth community is now armed with at least one Viking Pure system, which has the capability of producing over a hundred gallons of safe, effective disinfectant a day. Since the solution is completely non-toxic and works on hard and soft surfaces, community teams can use it to disinfect hallways, furniture, common areas, residents' apartments and even people. During the height of the COVID-19 pandemic, team members were being sprayed upon entering and exiting the building, to help prevent contamination.

From start to finish, our primary focus in light of COVID-19 has always been resident and staff safety. Our team members worked around the clock to keep our residents safeguarded, engaged, and at home at The Hearth.





SPECIAL CARE AREAS

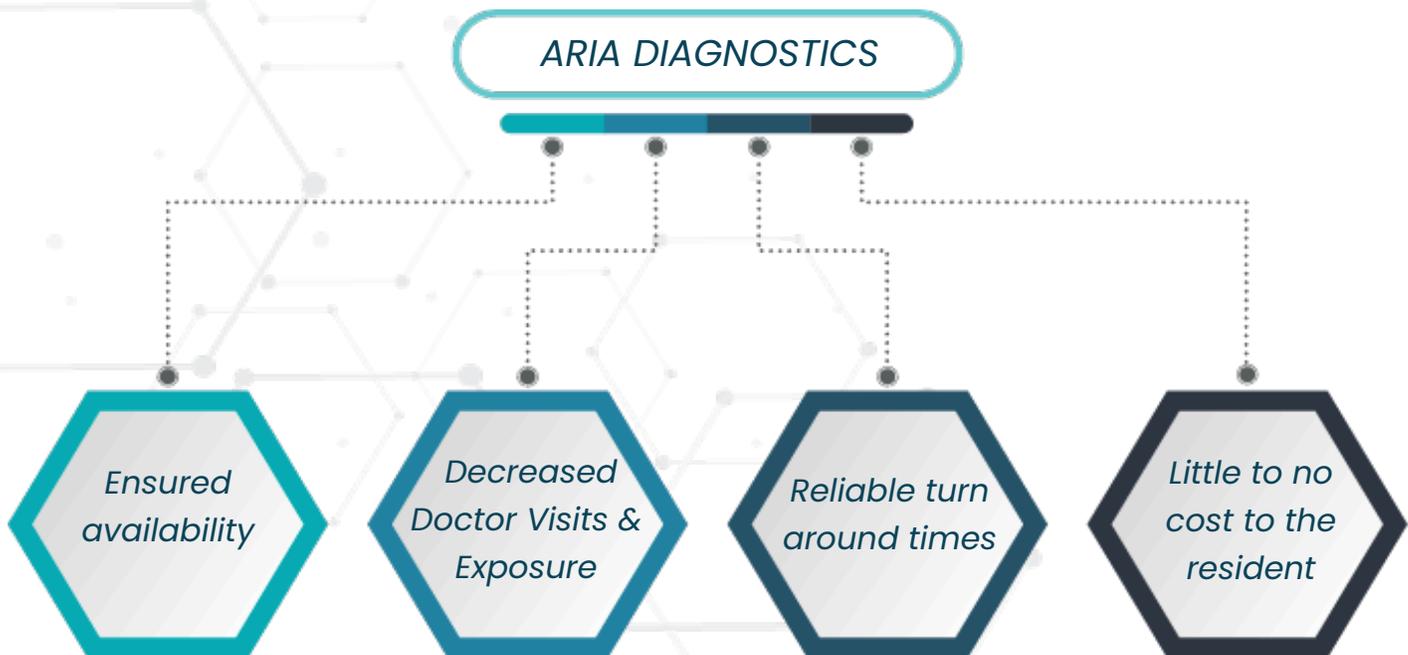
As an added precaution, we urgently and proactively created our own specialized quarantined area within our Hearth communities. The areas were intended isolate residents who were experiencing symptoms, along with those who were stable with a positive diagnosis.

Unique Features for Safety & Well-being:

- Daily spray sanitation of the entire area a minimum of two times daily
- Closed area with dedicated team members, resources, and supplies that did not enter the general population without full disinfection
- Located with accesses to either an exterior door or stairwell leading to an exterior door
- Contained by a fire door or temporary poly wall
- Posted signage at all access points identifying it as a quarantine area, with access permitted to authorized persons only
- In the event a family member needed access to the area, they were escorted by staff and made aware of isolation boundaries, rules, and be prepared with PPE.

● PROACTIVE TESTING PARTNERSHIP

Very early on in the COVID-19 pandemic, our Clinical Services team identified easily accessible, accurate, timely COVID-19 testing as an urgent need. That's why they acted quickly to enter into an agreement with Aria Diagnostics. Through the agreement, we were able to house test kits in each of our communities and test residents, who were exhibiting symptoms, on-site. Here are some additional details on how our on-site testing was structured, and how it helped our residents and their families:



By proactively partnering with Aria Diagnostics to obtain tests, ship them nationwide, and roll out a process for implementation, we ensured that if any of our residents urgently needed to be tested for COVID-19, we'd be ready.

● DISPLACED WORKER PROGRAM

We made a commitment to our residents and their families to provide personalized care, 24 hours a day, seven days a week, and that commitment stood firm, regardless of the COVID-19 pandemic. That's why we thought it was crucial to hire additional staff, while serving the greater good, through our Displaced Workers Program. social media channels and website via video content, was largely successful. We received thousands of applicants.

The program focused on these key components:

- Hiring additional employees in our Food Services, Activities, Housekeeping, and Clinical Services teams.
- Targeting hospitality employees, and non-essential health care workers who had lost their jobs due to COVID-19.
- Offering expediting screenings and interview timelines to get displaced workers in place quickly, to offer a heightened level of service to our residents, and reduce the strain of COVID-19 on our existing team members.
- Insuring that, should our team members exhibit symptoms, they could remain outside of our building, as strongly recommended by the CDC, and not largely impact our staffing ratio
- Introducing more employees to a rewarding role in senior living, in the hopes that they may make a position at The Hearth their long-term career.



The program, which was promoted largely through our social media channels and website via video content, was largely successful. We received thousands of applicants.

By acting quickly, and hiring additional Hearth team members, we were able to live up to our promise as a premier senior living provider.

WHITE GLOVE SERVICE

● WHY THE HEARTH IS A STEP ABOVE

As senior living providers, it's part of our responsibility to elevate our residents' lifestyle, in a variety of categories including engagement, safety, and overall well-being.

As society evolves, so do our seniors. Gone are the days of Bingo and coffee klatches. Our residents expect more, and it's our responsibility to deliver. From on-site virtual reality events at each of our campuses, to electrochemically charged cleaning solutions with proven ability to kill viruses similar to COVID-19, we're proud to offer innovative program offerings and state-of-the-art disinfection, combined with our top-notch, people-first, one-on-one care approach.

We also understand that the amount of time we invest in training and developing our staff has a direct correlation to our residents' satisfaction. That's why we're happy to partner with Relias, a renown online training provider.

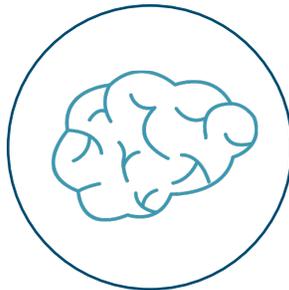
By retaining our dedication to exceptional care, at an all-inclusive rate, while continuously evolving our offerings to stay ahead of the curve, we live up to our brand standard of premier senior living.



Innovative programming that embraces technology & learning



Non-toxic, hospital-grade disinfection



Personalized online and in-person training



Personalized, all-inclusive care, 24 hours a day, seven days a week.

● RENDEVER VIRTUAL REALITY HEADSETS



Imagine taking a resident to the home they were raised in, or to the streets they grew up on. Imagine teleporting a resident to a city they've always dreamed of visiting, or transforming the world around them into a serene setting of flowers, fields, animals, or anything else your imagination can create. Thanks to virtual reality, we can bring all of this and more to our residents.

Recently, we at The Hearth embarked on a new adventure into the possibilities of virtual reality. Through a close partnership with Rendever, a virtual reality provider specializing in experiences for seniors, we've made VR events a staple of our enrichment programs. We are one of the only senior living provider to partner with Rendever portfolio-wide.

Each Hearth community is equipped with:

- 4 VR headsets and controllers
- A Samsung tablet
- Brochures with a community-specific code to share with families.

The VR systems came pre-loaded with fun event options. Some of our most popular events involve animals, especially in our Memory Care neighborhoods. Our residents, many of whom have never experienced anything like virtual reality, love "going on safari" in Africa or "swimming" alongside dolphins. Plus, since the systems are integrated with Google street view, residents can take virtual reality trips to places they've never had the chance to visit, including Paris, Venice, and national monuments around the U.S.

Rendever's virtual reality experiences are a staple of our Independent Living, Assisted Living, and Memory Care calendars, and have opened our residents' lives up to new, exciting, innovative opportunities.

● VIKING PURE SOLUTIONS

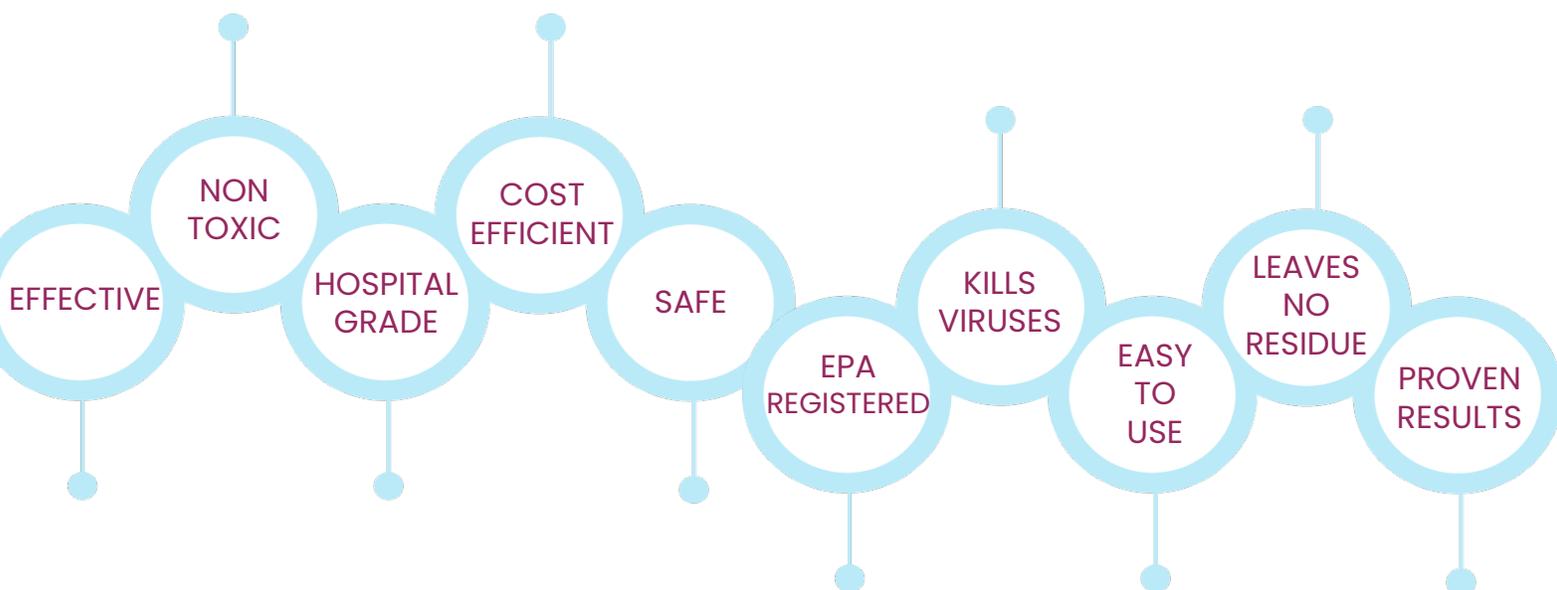
We're proud to offer Viking Pure Solutions' electrochemically activated cleaning and disinfecting systems in all of our communities, nationwide. Viking Pure's disinfecting products are registered with the EPA, work on hard and soft surfaces, and have demonstrated effectiveness against fungus, bacteria, and multiple viruses similar to the Coronavirus.

Viking Pure generators produce two kinds of natural cleaning agents: a surface cleaner, and a sanitizer. The surface cleaner is a highly powerful all-natural alkaline water solution. The sanitizer is hypochlorous acid, the same thing our bodies produce in response to infections.

Unlike many popular cleaning products, both agents are completely non-toxic. Plus, since one system can generate over 100 gallons of natural, green-certified disinfectant a day, communities always have enough solution on-site. In fact, within one month of launching our partnership with Viking Pure, our communities produced over 9,800 gallons of safe, effective, cleaning solution.



See more about our partnership with Viking Pure Solutions, including testimonials and videos, at www.thehearth.net/viking-pure.



● DETAILED STAFF TRAINING

By combining trackable, online learning through Relias, a renowned leader in the employee education industry, with personalized, in-person, example-based training through our Care Connect Training Program, we're able to offer:



QUESTIONS?

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the hearth
premier senior living

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