



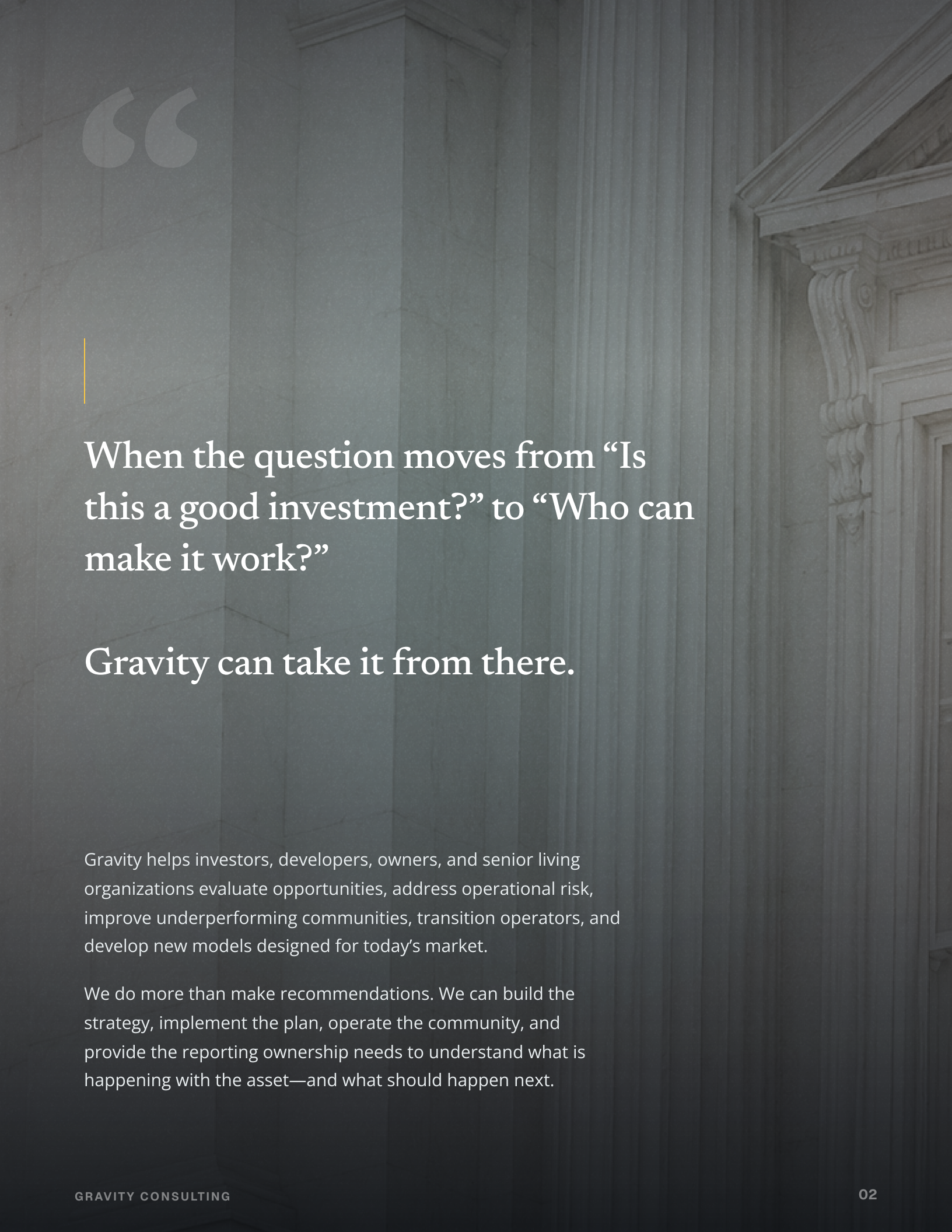
GRAVITY

The Grove

Senior Living Expertise

Thoughtful Spaces. Vibrant Living.

From investment decision through daily operations.



When the question moves from “Is this a good investment?” to “Who can make it work?”

Gravity can take it from there.

Gravity helps investors, developers, owners, and senior living organizations evaluate opportunities, address operational risk, improve underperforming communities, transition operators, and develop new models designed for today's market.

We do more than make recommendations. We can build the strategy, implement the plan, operate the community, and provide the reporting ownership needs to understand what is happening with the asset—and what should happen next.

One team from evaluation through execution.

Senior living assets are influenced by far more than the numbers appearing in a financial statement. Leadership, staffing, clinical systems, regulatory exposure, organizational culture, resident experience, sales performance, and service-line strategy all affect whether a community performs as expected.

Gravity brings these pieces together. We help ownership understand what is happening inside the operation, determine what needs to change, and take responsibility for moving the work forward.

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| 01 | Evaluate | Understand the opportunity, validate assumptions, and identify operational risk. |
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| 02 | Plan | Create a realistic strategy based on the asset, market, organization, and ownership goals. |
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| 03 | Implement | Make the leadership, staffing, structural, clinical, and financial changes required. |
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| 04 | Operate | Provide targeted support, interim leadership, ongoing oversight, or full-service management. |
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| 05 | Report | Give ownership clear visibility into performance, progress, priorities, and remaining risk. |
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Operational Due Diligence and Operator Assessment

A property may look promising on paper while carrying significant operational, staffing, regulatory, leadership, or financial risk. Gravity helps investors understand what they are truly acquiring—not simply what has been represented in projections, offering materials, or seller assumptions.

The numbers may show that a problem exists. Operational analysis reveals why.

Understand the operation behind the investment—before you sign on the dotted line.

Gravity evaluates the systems, people, risks, and opportunities that ultimately determine whether a senior living asset can achieve its financial and strategic goals.

OPERATIONAL AND FINANCIAL PERFORMANCE

- ★ Current performance compared with stated assumptions
- ★ Revenue, expenses, margins, census, and labor
- ★ Pricing and revenue opportunities
- ★ Hidden costs and operational deficiencies
- ★ Contracts, vendors, and other areas affecting performance

CLINICAL, QUALITY, AND REGULATORY RISK

- ★ Clinical systems and documentation
- ★ Regulatory compliance and survey exposure
- ★ Quality performance and resident outcomes
- ★ Operational practices that may create financial or reputational risk

OPERATOR AND LEADERSHIP STRUCTURE

- ★ Effectiveness of the current operator or management model
- ★ Leadership capabilities and organizational structure
- ★ Staffing levels, labor management, and accountability
- ★ Responsibilities, reporting relationships, and decision-making authority
- ★ Whether the existing team can execute the required plan

TRANSACTION AND TRANSITION SUPPORT

- ★ Validation of assumptions presented by the seller
- ★ Identification of issues requiring negotiation or remediation
- ★ Assessment of whether an operator change is warranted
- ★ Transition and post-acquisition planning

Gravity's findings help ownership make a better-informed decision, negotiate from a stronger position, and establish a realistic path to improved performance.

Full-Service Senior Living Management

For investors without deep healthcare or senior living experience, owning a community can quickly become more operationally complicated than anticipated. Gravity can assume responsibility for the daily operation of the property while giving ownership clear visibility into the performance of its investment.

Ownership should not have to choose between operational control and operational expertise.

From daily execution to ownership-level reporting: Gravity's Senior Living Management Services.

Gravity can manage the operation while keeping ownership informed. Our role can be tailored to the needs of the asset, from focused operational oversight through complete community management.

LEADERSHIP AND FINANCIAL PERFORMANCE

- ✦ Executive and operational leadership
- ✦ Budgeting and forecasting
- ✦ Financial performance management
- ✦ Capital and operational planning
- ✦ Organizational accountability

COMPLIANCE AND QUALITY

- ✦ Regulatory compliance
- ✦ Clinical and quality improvement
- ✦ Risk identification and correction
- ✦ Performance monitoring
- ✦ Operational standards and systems

CENSUS, WORKFORCE, AND SERVICES

- ✦ Census development and sales strategy
- ✦ Staffing and labor management
- ✦ Dining, wellness, and programming
- ✦ Resident experience
- ✦ Service-line strategy

OVERSIGHT AND REPORTING

- ✦ Vendor and contract management
- ✦ Customized ownership reporting
- ✦ Strategic recommendations
- ✦ Progress, risk, and priority tracking

Gravity translates senior living operations into clear, actionable information so ownership understands what is working, where risks remain, and how the organization is moving toward its financial and strategic goals.

The strength of the operation begins with the people leading it.

Leadership vacancies, unclear accountability, poor hiring decisions, and underperforming teams can quickly affect census, quality, compliance, employee retention, and financial performance.

Gravity provides leadership and staffing support designed around what the organization actually needs—not just filling vacant positions.

OUR SUPPORT CAN INCLUDE

- ★ Interim executive and operational leadership
- ★ Team and organizational assessment
- ★ Performance-management support
- ★ Consultative staffing support
- ★ Permanent leadership placement
- ★ Role and reporting-structure redesign
- ★ Leadership mentoring and development
- ★ Transition planning for key positions

Our recruiting approach is designed to identify motivated, self-directed leaders who can take responsibility for results and who are looking for a meaningful work environment—not simply another job.

The right leader should reduce the need for constant oversight—not create more of it.



Preserve what is working. Change what is holding the organization back.

A struggling community does not always need an entirely new team. It needs an honest assessment of the people, structure, expectations, and accountability already in place.

GRAVITY CAN HELP OWNERSHIP DETERMINE

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| ✦ Which leaders and employees should be retained and developed | ✦ How accountability and employee engagement can be strengthened |
| ✦ Where responsibilities or reporting relationships should change | ✦ Which cultural issues are interfering with execution |
| ✦ Which individuals may be better suited for different roles | ✦ What the organization needs in order to move forward |
| ✦ Where performance management is necessary | ✦ Where leadership changes are unavoidable |

We help owners preserve the strongest parts of an existing team while making the changes necessary to improve performance.

Operational problems are often structural and cultural before they become financial.

Strengthen the Operation Already in Place

Not every organization requires a complete turnaround. Sometimes the greatest opportunity is already inside the community but has not been structured, managed, or measured effectively.

Gravity helps senior living organizations improve existing operations, strengthen margins, develop new revenue streams, and create services that deepen relationships with residents and families.

WHERE GRAVITY IMPROVES PERFORMANCE

- ✦ Therapy
- ✦ Home health
- ✦ Census and sales
- ✦ Resident experience
- ✦ Clinical and operational systems
- ✦ Labor and staffing
- ✦ Pricing and margin improvement
- ✦ Contract and vendor performance
- ✦ Service-line development

Better performance often comes from gaining control of the services the organization already depends on.

Turn therapy into a controlled clinical and financial asset.

Therapy affects far more than a vendor invoice. It influences resident outcomes, staffing, reimbursement, length of stay, family satisfaction, clinical coordination, and the organization’s ability to manage the complete resident experience. Gravity can develop, operate, or oversee an in-house or hybrid therapy department designed around the needs of the community.

THERAPY SUPPORT CAN INCLUDE

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| ✦ Hybrid therapy model development | ✦ In-house therapy development | ✦ Therapy department management |
| ✦ Contract therapy assessment | ✦ Staffing and leadership | ✦ Utilization and productivity review |
| ✦ Clinical and operational alignment | ✦ Margin improvement | ✦ Ongoing oversight and reporting |
| ✦ Comprehensive compliance oversight | | |

The objective is not simply to replace a vendor. It is to build a therapy operation that gives the organization greater control over care, staffing, performance, and financial results.

Gravity therapy clients

double their margins—or more—
within the first year.

Extend the organization beyond the community walls.

Gravity helps senior living organizations develop, acquire, grow, or turn around home health agencies.

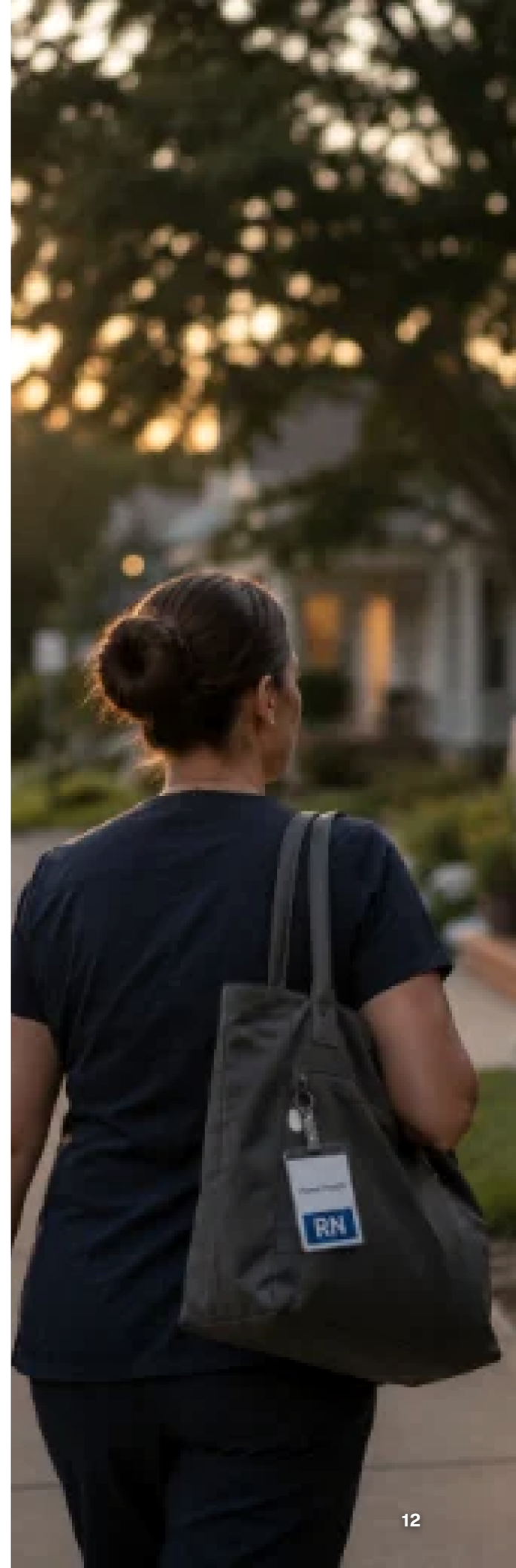
A well-designed home health strategy can create an additional revenue stream while allowing the organization to begin serving older adults before they require senior living.

That earlier relationship can build trust and familiarity with both the individual and the family—strengthening the organization’s position when future care or housing decisions arise.

HOME HEALTH SUPPORT CAN INCLUDE

- ✦ Feasibility and strategy
- ✦ Agency startup
- ✦ Acquisition assessment
- ✦ Operational turnaround
- ✦ Census and referral growth
- ✦ Comprehensive compliance oversight
- ✦ Leadership and staffing
- ✦ Clinical operations
- ✦ Revenue-cycle improvement
- ✦ Process and workflow development
- ✦ Ongoing management and oversight

Home health can become both a revenue strategy and an earlier entry point into the organization.



Rethinking What Senior Living Can Be

Middle-market senior living requires more than a smaller version of a traditional luxury model.

Gravity develops unconventional solutions designed to reduce development and operating costs without shortchanging residents on wellness, dining, design, amenities, or quality of life.

The model must work for the person living there—but it must also earn the confidence of the adult child who often influences or makes the final decision.

EVERY MODEL MUST CONSIDER

Development cost · Operating cost · Market affordability · Architecture and space planning · Dining and wellness · Amenities and programming · Resident experience · Family confidence · Marketability · Long-term operational viability

Affordability should change the cost structure—not the caliber of the experience.

Reimagine existing commercial space as senior living.



A multi-story office building may be a strong candidate for senior living conversion. Many of the spaces and systems required for a community may already exist and may be adapted rather than built entirely from the ground up.

Depending on the property, market, and approval process, an office conversion may move from inception to opening within approximately 12 to 18 months.

Gravity evaluates more than whether the building can physically accommodate senior living. We consider whether the property can support the staffing, workflows, services, resident experience, and financial model required for long-term success.

EXISTING FEATURES MAY BE REPURPOSED

- ✦ An employee cafeteria may become a resident dining room
- ✦ A commercial kitchen may require only equipment or layout modifications
- ✦ Conference rooms may become activity, wellness, or gathering spaces
- ✦ Existing offices may be reconfigured into apartments, clinical areas, or administrative space
- ✦ Parking, elevators, utilities, and other infrastructure may already be in place

The existing building should shape the solution—not limit it.

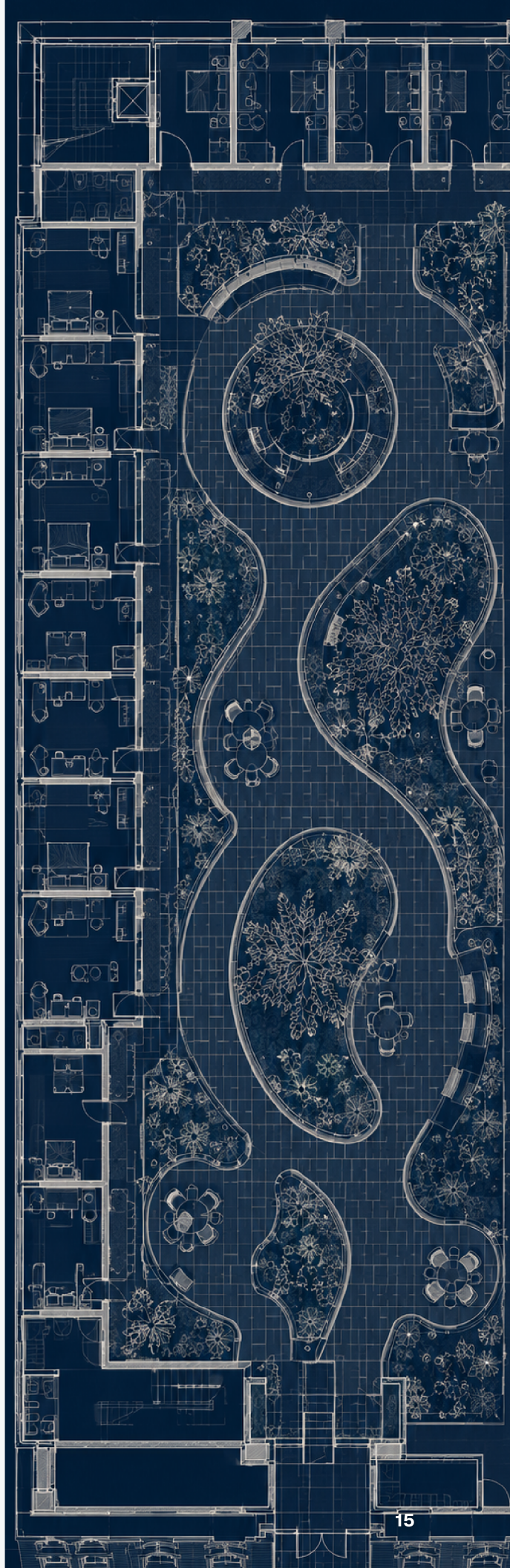
Adaptive reuse often requires solutions that would not be considered in traditional ground-up development.

In one office-conversion concept, memory care was positioned on the top floor of the building. To create the secure outdoor access central to Gravity's operating model, the design incorporated a rooftop courtyard built downward into the existing structure.

The concept created a protected outdoor environment while allowing additional resident rooms to retain exterior windows and natural light.

A plan may be architecturally possible while still being difficult to staff, manage, navigate, or live in. Gravity helps ensure that the building supports the people who will operate it and the residents who will call it home.

Operational experience changes the way a building is designed.



Turn distinctive properties into distinctive communities.

Historic and distressed properties may allow owners to acquire a building at a lower initial cost and create a senior living environment with character that is difficult to reproduce through new construction.

Gravity works with owners, architects, designers, tax-credit specialists, and other project partners to evaluate whether the property can support an operationally and financially viable senior living model.

We also look for practical ways to preserve the property's character while improving the resident experience, including creative approaches to natural light, circulation, gathering space, dining, wellness, and outdoor access.

CASE STUDY

\$7M+ in tax credits

Gravity recently closed a historic property acquisition, securing more than \$7 million in combined federal and state historic tax credits on a \$19 million project—80 units, 84-resident capacity.

Qualifying historic projects may also be eligible for meaningful federal or state historic tax credits. Eligibility and value depend on the property, scope, jurisdiction, and applicable program requirements.

GRAVITY'S ROLE CAN INCLUDE

- ✦ Operational and market feasibility
- ✦ Coordination with architects, designers, and project partners
- ✦ Senior living programming and space planning
- ✦ Pre-opening planning
- ✦ Development of the service and amenity model
- ✦ Staffing and operational launch
- ✦ Ongoing management after opening

A different path to spacious, attainable independent living.

Manufactured homes may create a more attainable path to independent living while reducing the owner's development burden. One potential model can be structured so that the future resident funds the home directly while the development team creates the larger community, infrastructure, standards, amenities, and services.

01 Reserve the Site

The future resident pays an initial lot-reservation fee that helps fund site preparation, utilities, paving, foundations, and landscaping.

02 Select the Home

The resident contracts directly with a preselected manufacturer.

03 Maintain Community Standards

Gravity and the development team establish approved floor plans, finish options, quality standards, and design requirements.

04 Begin Occupancy

When the home is installed and ready, the resident pays an entrance fee and begins paying a monthly land and community-services fee.

05 Retain Ownership

The resident retains ownership and equity in the home and may later sell it, subject to the community's approval of the incoming resident.

The model may also create an opportunity to reposition an existing manufactured-home community or mobile-home park as an age-qualified independent living neighborhood with stronger amenities, services, design standards, and community identity.

ILLUSTRATIVE ECONOMICS

Depending on the market, land, specifications, and manufacturer, residents may be able to obtain approximately 1,600 to 2,000 square feet at a cost well below many traditional independent living entrance-fee models.

All figures and structures are illustrative. Actual costs, fees, ownership terms, and project economics must be developed for the individual market and property.

CASE STUDY

**\$300K–\$350K
all-in**

Gravity recently helped a client secure 1,200–1,600 sq. ft. manufactured homes at this all-in cost per move in.



04 · RETHINK THE MODEL — AFFORDABILITY

Affordability should not feel institutional.

A more attainable senior living model should not require residents to accept outdated design, limited amenities, poor food, or a diminished quality of life.

GRAVITY'S MODELS EMPHASIZE

- ★ Wellness-centered programming
- ★ Attractive, contemporary design
- ★ Whole-food, made-from-scratch dining
- ★ Strong indoor and outdoor gathering spaces
- ★ Amenities more commonly associated with independent living
- ★ A resident experience that feels purposeful, social, and dignified

These elements do more than improve marketability. They help relieve the guilt and uncertainty family members may experience when recommending that a parent move into senior living.

The adult child evaluating a community is not only asking whether it is affordable. They are asking whether their parent will be happy, engaged, respected, and well cared for. The right model must answer both questions.

Lower cost should never mean lower expectations.

One Partner. Multiple Ways to Engage.

As much support—or as little—as the opportunity requires.

Gravity's role can be tailored to the needs of the owner, investor, property, or organization. Some engagements begin with a focused assessment. Others require implementation, leadership, ongoing oversight, or complete operational management.

ENGAGEMENT OPTIONS

- ✦ Hourly consulting
- ✦ Retainer-based advisory support
- ✦ Individual services selected from Gravity's broader capabilities
- ✦ Project-based development and turnaround work
- ✦ Interim leadership
- ✦ Full-service senior living management
- ✦ Ongoing operational oversight

Regardless of the structure, Gravity's work is designed to create clarity, establish accountability, and move the organization toward measurable operational and financial improvement.

SELECT OWNERSHIP OPPORTUNITIES

In select opportunities, Gravity may consider a minority ownership position based on the strategic, intellectual, and operating value we bring to the project. Any ownership participation would be evaluated individually and structured separately from standard consulting or management fees.

We do not simply advise from the sidelines.

Gravity can evaluate the opportunity, build the strategy, implement the plan, operate the community, and remain accountable for the results.

100%

of Gravity clients come back for repeat business.

SINCE 2001

Serving healthcare and senior living organizations for more than two decades.

BUILT BY HEALTHCARE PROFESSIONALS

Owned and operated by experienced healthcare and senior living professionals, including occupational therapists, speech-language pathologists, and nursing home administrators.

OPERATIONAL RESULTS

Proven experience helping senior living operations move from negative cash flow to positive performance.

When the opportunity is promising—but the operational path is not yet clear—start the conversation with Gravity.



GRAVITY

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