



# Your Attendance is Key.

## Speaker Biographies

The 16th Annual HJ Sims

### Late Winter Conference

Financing Methods & Operating Strategies  
in the Senior Living Industry for Non-Profit  
and Proprietary Senior Living Providers

### Sheraton Sand Key Resort

Clearwater Beach, FL

Tuesday, February 26 – Thursday, February 28, 2019



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# THE LATEST DIGITAL ASSET: BLOCKCHAIN TECHNOLOGY

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## KEYNOTE SPEAKER

### **Manuel Stagars, Advisor, Economist, Filmmaker, Author, Podcaster**

An economist by training and a global serial entrepreneur for more than a decade, Manuel works with entrepreneurs, companies and academic institutes on strategy, positioning, growth and ecosystems in juggernaut fields. Manuel is an award-winning documentary filmmaker about blockchain technology (*The Blockchain and Us*), artificial intelligence and Fintech. He serves as host of a blockchain podcast and has authored numerous books on entrepreneurship, financial innovation, Open Data, and impact investment. Manuel is a senior researcher at Singapore-ETH Centre (SEC) where he leads the project ASEAN+Database, creating an open data platform from ASEAN member countries, China and India. He is focusing on technological and institutional aspects of open data, big data, and data policy. Manuel studied at the London School of Economics. He is a Chartered Financial Analyst (CFA), Chartered Alternative Investment Analyst (CAIA), and Energy Risk Professional (ERP).

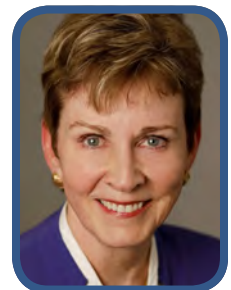


# WORKFORCE TRENDS, RETENTION STRATEGIES & THE MILLENNIALS FACTOR

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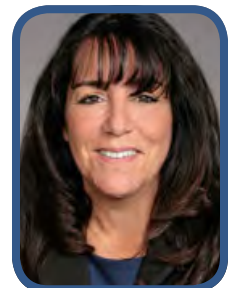
### **Molly Forrest, CEO & President, Los Angeles Jewish Home**

Molly Forrest joined the Los Angeles Jewish Home as CEO-president in 1996. She has led the Home through the most ambitious expansion in its history, developing a broad diversified healthcare system of programs and services for today's seniors. With this growth, the Jewish Home of today provides 4,500 seniors with care and services, in-residence on its four campuses or through a wide array of community services. Molly is responsible for a \$140 million annual budget, leadership of 1,600 staff, as well as \$19 million annual fundraising, public advocacy and community relations.



### **Yvonne Rickert, Vice President, Sr. Director of Human Resources, LCS**

Yvonne Rickert joined Life Care Services in 2008 as a Regional Human Resource professional and was promoted in 2014 to the VP/Sr. Director of Human Resources for LCS. Yvonne is responsible for the HR business partner support of the LCS community portfolio and the HR professionals that support the day-to-day operations of the Life Care Services operations portfolio. She leads the Talent Acquisition team for LCS, also leads the LCS Assurance Program, and champions the employee experience initiative for LCS.



Prior to joining LCS, Yvonne worked in various health care organizations and was an entrepreneur, owning two woman's retail boutiques along the Connecticut shoreline.

Yvonne has more than 30 years of experience working in human resources in the senior lifestyles industry. She holds a graduate degree in Human Industrial Relations. She resides in Des Moines and works in the LCS home office.

## PARTNERSHIPS IN MIXED-USE DEVELOPMENT

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### **Mauricio Diaz, Director, Strategic Initiatives – Office of the CEO, The Howard Hughes Corporation**

Mauricio Diaz is Director, Strategic Initiatives for the Howard Hughes Corporation (NYSE: HHC). He works closely with the Chief Executive Officer to drive key initiatives across the company's portfolio, including the creation of new business opportunities that expand beyond traditional real estate.



Prior to joining the Office of the CEO, Mauricio worked on the Howard Hughes team leading the development efforts for the 14-million-square-foot, mixed-use plan to transform Downtown Columbia into the Center of Culture and Commerce for central Maryland. Mr. Diaz played an integral role in advancing the commercial office developments in Columbia and was an important contributor to the efforts resulting in the Howard County approval of a \$90 million TIF for public infrastructure.

Before joining Howard Hughes in 2013, Mauricio served in development, finance and design roles for EDENS in Washington DC, Hersha Hospitality Trust (NYSE: HT) in Philadelphia, PA and Gensler in Chicago, IL. Mr. Diaz holds a M.Arch from the University of Pennsylvania and BS in Architecture from the University of Virginia. He also holds a real estate design and development certificate in conjunction with the Wharton School at the University of Pennsylvania. Mauricio was born and raised in San Jose, Costa Rica.

### **Bill Hagstrom, Executive Director, Presbyterian Homes & Services**

Bill Hagstrom has served in the senior housing industry for 13 years and has held positions in administration and as a developer. Currently, Bill serves as Vice President of Senior Housing Partners for Presbyterian Homes & Services and oversees the development consulting activities of the organization. Bill has helped develop a full range of older adult product types including independent living, assisted living, memory care, and skilled nursing care. Bill oversees in-house market studies and demand evaluation for prospective projects through management of Maxfield Research. In addition to direct project development activities, Bill also oversees the Senior Lifestyle Design team which executes the design and installation of PHS communities. Bill received his BA in Accounting from Bethel College and his MBA from St. Thomas University.



## **William Pettit, Jr., *President and Chief Operating Officer, Merrill Gardens***

Bill Pettit is the president and chief operating officer of the R. D. Merrill Company with responsibility for Merrill Gardens and sister company Pillar Properties. Merrill Gardens is one of the most respected assisted living operators in the country with 33 communities in eight states. Pillar Properties is an award-winning owner and operator of multi-family housing with 1,700 units in operation and the developer for Merrill Gardens new communities.



Bill joined the R. D. Merrill Company in 1992 after 18 years in the banking industry. He was instrumental in the formation of the company, starting with one community in 1993. He directed the rapid growth and timely execution of acquisitions and developed the policies that speak to the Merrill Gardens and Pillar Properties commitment to quality.

Bill was a 2018 Seattle Business Magazine <http://seattlebusinessmag.com/profiles/2018-executive-excellence-awards-bill-pettit-rd-merrill-company>. Executive Excellence Award winner and under his leadership the R. D. Merrill Company was named the <http://seattlebusinessmag.com/2016-family-business-awards-business-year-large-firms>. Family Business of the Year for its commitment to residents, team members and community service.

Bill received a bachelor's degree from Princeton in 1971 and a MBA from the University of Oregon in 1973. He was the first senior living executive in residence for Washington State University. He serves on the Argentum Board of Directors and he is the past Chairman of the Executive Board of the American Seniors Housing Association (ASHA).

## **NEW WAY OF LOOKING AT GROWTH & RE-DEVELOPMENT**

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### **Paul Aigner, *Vice President of Development, Transforming Age***

Paul is an experienced senior housing project development executive with expertise in project feasibility and due diligence, predevelopment and construction management. He is currently the Vice President of Development at Transforming Age where he is responsible for all new developments and real estate matters. His strong skill sets include master and strategic planning, project management and execution on both new and repositioned/repurposed existing facilities, real estate transactions and deal structuring. As a former registered Architect, Paul brings with him great industry knowledge including senior trends, levels of care and unit designs from CCRCs to freestanding facilities.



Paul previously held positions as Senior Vice President at Covenant Solutions and was Regional President at Cogdell Spencer Erdman. Specializing in the areas of healthcare and the seniors housing industry, he also was the sole proprietor of a project management and owners representative firm.

**David Latina, Vice President of Development, Northern California Presbyterian Homes & Services**

David brings more than 25 years in real estate development and has a demonstrated track record in the areas of affordable and market-rate multifamily and senior housing, commercial development, below-market-rate homeownership, community economic development, historic preservation, acquisitions, entitlements, sales and leasing, work-outs, re-positioning, and consulting.



Currently, David serves as Vice President, Business Development at Northern California Presbyterian Homes and Services (NCPHS), which owns and operates three affordable senior residential towers and three market-rate CCRCs. David is responsible for leading the strategic planning and business development functions for NCPHS and oversees development and acquisitions of market-rate senior communities for the organization. Presently, David is leading the Development of The Orchards, a 200-unit CCRC, the first in Walnut Creek, CA. David successfully competed for this four-acre parcel in one of the top 10 CCRC markets in the country. David is currently coordinating the entitlements, programming, financing, design, preconstruction and marketing phases of the project.

Prior to joining NCPHS, David was Director of Housing Development and Community Revitalization for the County of Marin where he was responsible for managing Marin's Below Market Rate (BMR) Homeownership program, Community Development Block Grant (CDBG) Home Loan Rehab program, the Capital Improvement Program for the County's public housing stock and structuring the Public Housing Redevelopment Plan (conversion from HUD financing to Tax Credit Financing). David also competitively secured four Federal Stimulus Grants and completed the renovation of five senior housing communities.

David was co-founder and Principal at Paramount Development Group, a full-service residential and retail development firm providing high quality mixed-use development and consulting services throughout Northern California markets. Prior to Paramount Development Group, David served as Vice President of Development at A.F. Evans Company and previously held the position of Director of Housing Development for Mercy Housing California. His experience also includes leasing and sales, adaptive re-use of industrial and retail properties and commercial district renovations.

David earned a Master's degree in Real Estate Development from Columbia University's School of Architecture, Planning and Preservation. Additionally, he earned his designation as a Certified Commercial Investment Member (CCIM) from the Commercial Investment Real Estate Institute in Chicago, Illinois.

## **Severine “Sevy” Petras, CEO and Co-Founder, Priority Life Care Management**

Prior to entering operations in Senior Housing, Sevy’s investment banking career spanned a decade of lending and structuring debt solutions for senior housing and health care. She began her career in Public Finance at Natcity Investments in Cleveland, Ohio. Sevy later relocated to Chicago as a Senior Vice President for 53rd Securities. She then joined Merrill Lynch Capital to focus solely on balance sheet lending in senior housing. After the 2009 economic collapse, Sevy and her family changed their career directions as they saw a larger need in the affordable and publically funded sector, as the growing demands in senior housing lacked private pay funds. They set out to build a platform that focused on providing an alternative long-term care solution to those on Medicaid programs throughout the US. Sevy translated her banking experience to focus on identifying viable properties, producing lenders and investors pro form’s and budgets that proved turn around plans, as well as assisting in securing and structuring debt for the properties in geographic areas that support alternatives to private-pay assisted living.



Priority Life Care currently owns or serves as third party manager for numerous assisted living and memory care communities. Their focus and expertise has been on buildings that require significant turnaround that includes licensing, rehab, additions of specialty care units and census growth. As a family owned and operated business, Sevy, her family and management team have worked to create a family-centric model that permeates to the building level.

Serving as CEO, Sevy is also charged with leading the company in pursuit of its purpose to support independence. She strives to empower and inspire her management team as well as community level employees to be mindful of the importance of their daily roles serving residents in their homes.

Sevy holds a Bachelor of Arts and Masters Public Administration degree from the University of Akron, Ohio.

## **THE FUTURE OF THE CONTINUUM OF CARE**

### **Richard Ackerman, Chairman, Senior Managing Principal, Big Rock Partners**

Richard Ackerman founded and leads Big Rock Partners (BRP), a firm focused on development of Class A, new generation senior housing rental communities designed to meet the higher standards of today’s more demanding residents and institutional investors. In 2017, he also became chairman, president and CEO of Big Rock Acquisition Corp. (NASDAQ: BRPAU), targeting acquisition of senior housing operators. Over his 30-year career, Richard has acquired, developed, financed and operated senior housing and commercial real estate assets of 15 million square feet, valued in excess of \$3 billion. He formed BRP in 2004 as an opportunistic real estate investment firm that has since invested in and managed more than \$800 million in assets. Prior to BRP, he headed the Los Angeles office of Apollo Real Estate Advisors, overseeing investments on the US West Coast and Japan.

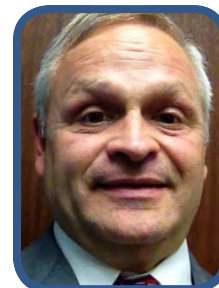


Richard is a former Director of Summerville Senior Living, Inc., one of the largest assisted living companies in the nation. He holds a BA from Tulane University and a JD from the Tulane School of Law. Big Rock Partners’ current projects include high quality, resort-style senior living rental communities with independent, assisted living and memory care residences in Palm Beach County, FL, and the Disney-originated master-planned community of Celebration, FL.

### **James Freehling, CEO and President, Brookhaven at Lexington**

Jim is a licensed nursing home administrator with more than 25 years of experience in long-term care. Jim began with Brookhaven in 1992 as Director of Accounting. He then went on to serve as Assistant Director in 1993, Executive Director in 1995 and President in 1999.

Jim has served on the LeadingAge House of Delegates, and the LeadingAge Massachusetts Board as Chair. He has also served on an advisory committee at Suffolk University and was President of the Lexington Rotary Club. Jim received the Outstanding Mentor Award from LeadingAge Massachusetts in 2012. Jim holds a Bachelor of Science degree in Accounting from Salem State College and a Master of Business Administration degree from Suffolk University, Boston, Massachusetts.



### **Warren Slavin, CEO Emeritus, Charles E. Smith Life Communities**

Warren R. Slavin is currently CEO Emeritus of Charles E. Smith Life Communities, having served as President/CEO from 1994 to 2017. In his 22 years of service, he transformed the organization in remarkable ways, developing the Charles E. Smith Life Communities (CESLC) system, achieving superior quality, broadening the scope of services for older adults, strengthening financial stability and optimizing human resources. CESLC is a nonprofit organization serving more than 1,100 older adults in multiple residences including independent living, assisted living, long-term care, skilled nursing and post-acute care in Rockville, Maryland. Under his leadership, the organization's mission and values have served as a guide for staff, donors and volunteers, bringing quality care to tens of thousands of older adults and their loved ones in the Washington, D.C., metropolitan area.



A licensed nursing home administrator, Warren holds an MBA in Healthcare Management from The George Washington University and a BS in Pharmacy from Brooklyn College of Pharmacy in New York. His career in health management spans acute care, long-term care, rehabilitation and senior healthcare services. Prior to joining the Hebrew Home, Warren was vice president, Geriatric Services, at Bon Secours Health System, where he was responsible for senior services system-wide. He also served as CEO of Bon Secours Hospital-Villa Maria Nursing Center in North Miami, Florida, and was assistant director of Mount Sinai Medical Center in Miami Beach.

Warren has also played a vital and dynamic role in regional and national professional organizations including the Association of Jewish Aging Services (AJAS), the American Association of Homes and Services for the Aging (now LeadingAge), Kairos and Mid-Atlantic LifeSpan (where he served as chair).

## **WINE TASTING FOR THE EVOLVING PALATE & SUNSET RECEPTION ON CLEARWATER BEACH**

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### **Amanda Sims, Wine Production Specialist**

Amanda Sims has worked in the wine industry for more than ten years occupying roles in production, sales and finance. She has helped craft wines in five countries and three states and received her master's degree in horticulture from Cornell University focusing on precision agriculture techniques for vineyards. Recently, Amanda worked with Silicon Valley Bank's wine division as a financial lender to the premium boutique wineries and vineyards of California and completed courses with the Court of Sommeliers.





# THE SCIENCE OF REVENUE MANAGEMENT AND HOW IT CAN BE APPLIED TO SENIOR LIVING

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## KEYNOTE SPEAKER

**Christopher K. Anderson, Ph.D.,** *Professor, Cornell School of Hotel Administration, Cornell SC Johnson College of Business, Director, Cornell Center for Hospitality Research*



Dr. Anderson has worked with a variety of hotels, airlines, rental car and tour companies, as well as numerous consumer packaged goods and financial services firms in the application and development of revenue management. Serving as professor at the Cornell School of Hotel Administration and Director of Cornell's Center for Hospitality Research, his research focuses on revenue maximization and service pricing. He actively works across numerous industry types in the application and development of analytical approaches to pricing and operations management. His research has been funded by numerous governmental agencies and industrial partners. Dr. Anderson serves on the editorial board of the *Journal of Revenue and Pricing Management* and is the regional editor for the *International Journal of Revenue Management*.

## LET'S HEAR FROM THE LEADERS

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**Ron Jennette, President & CEO, Methodist Retirement Communities**

Ron Jennette joined Methodist Retirement Communities (MRC) in April 2008 as Chief Executive Officer of the system and President of each Affiliate. MRC is celebrating 55 years of service ministry to senior adults, now as a growing system of six market rate retirement communities (and a seventh in early development) plus five affordable housing communities and their own insurance captive. Ron has served in the senior living industry since 1994, initially joining the tax-exempt world as a financial management consultant for many years after serving as CFO for a private conglomerate of relatively small for-profit corporations in the heavy equipment, construction, retail and rental housing markets in Kansas and Texas.



Ron holds a Bachelor of Science degree in Business Administration, major in Finance, from the University of Louisville, and he earned an Associate of Science degree in Business Administration from Watterson College. He is a Certified Management Accountant as well as a Certified Aging Services Professional.

**Sean Kelly, President & CEO, The Kendal Corporation**

Sean Kelly, The Kendal Corporation's President and CEO, joined Kendal in 2008 and took on his current role in 2016. Prior to 2016, while at Kendal, Sean was responsible for fostering a culture of continuous improvement through leading and managing new opportunities for growth and evolution for Kendal. Sean has been a frequent speaker on many topics, including senior housing development, emerging trends, organizational management, leadership, and affiliation, merger and acquisition processes. Sean came to Kendal after 10+ years working with a development, finance, marketing and operations consultant to senior housing and service providers throughout the United States, where he served as Principal.



Sean is a graduate of Ursinus College with a bachelors degree in international relations. In 2014, he completed an Advanced Management Program at the Wharton School at the University of Pennsylvania in Philadelphia.

## **Wayne Powell, Chief Executive Officer, Civitas Senior Living**

With more than 20 years of experience in the operations of senior living, Wayne Powell is the founder and CEO of Civitas Senior Living. Quickly after he began working in the industry, Wayne established a reputation for turning failing senior living properties into thriving communities. Currently, Civitas Senior Living operates more than 40 properties nationwide most of which are in Texas. Wayne founded Civitas Senior Living, which has seen unparalleled success in the turnaround of poorly performing assets as well as in the development of new senior living communities. Wayne's knowledge and passion for senior healthcare are unrivaled in the senior living industry. His operational expertise spans skilled nursing, assisted living, and retirement/independent living, all of which are prevalent within Civitas' businesses, properties and programs.



Wayne earned his Bachelor of Business Administration (BBA) Health Care Administration and Management from Southwestern Adventist University.

## **INSIGHTS INTO TODAY'S FINANCIAL MARKETS**

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### **KEYNOTE SPEAKER**

#### **Matthew Forester, Chief Investment Officer and Director of Investments; BNY Mellon | Lockwood**

Matt Forester is Lockwood's Chief Investment Officer and Director of Investments. Matt leads the design and management of Lockwood's proprietary investment models and reviews Lockwood's discretionary products. He is a member of the Lockwood Investment Committee.



Prior to joining Lockwood, Matt was Chief Investment Officer of NewSquare Capital, LLC. He was responsible for the design and management of the firm's proprietary portfolios. He also spent nearly 20 years at Cumberland Advisors, Inc. where he managed the firm's U.S. Equity, International Equity, Emerging Markets Equity and Global Asset Class ETF portfolios. He has more than 28 years of investment experience.

Matt earned his Bachelor of Science in Economics from The Wharton School of the University of Pennsylvania.