

Moore Diversified Services, Inc.

Senior Living and Healthcare | Market Research | Consulting

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# CAPABILITIES & CREDENTIALS

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**MOORE DIVERSIFIED SERVICES, INC.**

P.O. Box 100578 Fort Worth, TX 76185

Phone: 817-731-4266 | Fax: 817-738-2031

[www.m-d-s.com](http://www.m-d-s.com) | [mdsresearch@m-d-s.com](mailto:mdsresearch@m-d-s.com)

# Background and History

MDS is a national leader in conducting broad-based consulting, market research and market feasibility studies in the Seniors housing and health care industries. The firm has pioneered creative market feasibility methodologies and marketing strategies relative to these ever-changing, complex market segments.

Founded in 1971, MDS, with its experienced, permanent staff, has specific expertise in market feasibility studies, financial pro forma analysis, investment advisory services, consumer and industry surveys, innovative videotaped focus groups, and business venture analysis. Each year, the firm conducts hundreds of studies for proprietary and not-for-profit clients across the United States.

This experience has been integrated with the firm's traditionally strong credentials in the real estate and health care industries. MDS is also a leader in market analysis and strategic planning in the rapidly growing assisted living/personal care industry.

MDS is a two-generation company. Jim Moore, the company's founder, has over 50 years of industry experience. Lynne Moore is a seasoned, second generation MDS professional with over 35 years of MDS experience. She is President and Project Manager for the MDS Research Company and is responsible for the coordination and execution of all MDS market research related projects and work products.

All this experience is implemented out of one central office in Fort Worth, Texas to avoid inevitable dilution of talent involved in multi-office operations. MDS has conducted more major Senior housing and health care feasibility studies and consulting engagements from a single office than any other consulting firm in the industry today.

The firm has conducted over 4,500 comprehensive consulting engagements in over 1,200 individual markets in 50 states as well as 40 international markets. In addition to its significant industry experience derived from its continuing proprietary client research, MDS invests heavily in internal research and development, staying on the leading edge of ever-changing marketplace trends.

MDS is actively involved in major Seniors housing and health care trade associations at both the national and state level, coupled with national seminar activities. Jim Moore, President of MDS, is Chairman Emeritus of the Board of Directors of a major Senior living public company with a portfolio of over 125 properties traded on the New York Stock Exchange. He is also an independent director serving on the Board of several major not-for-profit CCRCs. Jim regularly writes articles for several leading Senior housing and health care publications, in addition to his own published books - Assisted Living Strategies for Changing Markets and Independent Living and CCRCs.

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# The Seniors Market Experts

## SERVICES AVAILABLE

- Market Feasibility Studies
- Market Scanning
- Financial Feasibility/Pro Formas
- Operations Analysis
- Quick-Reaction Strategic Situation Analysis
- Strategic Marketing Consulting
- Due Diligence / Advisory
- Strategic Planning/Retreats
- Mystery Shopping
- Dispute Resolution/Mediation
- Focus Groups and Surveys

## MARKET SECTORS SERVED

- Active Adult Housing
- Senior Apartments
- Independent Living
- Assisted Living
- Alzheimer's / Dementia / Memory Care
- Nursing
- Subacute / Rehab
- Community-Based Services
- Home Health Services
- Continuing Care at Home (CCAH)
- Catered Living Services

*If you need to know the senior market*

*You need to know MDS*

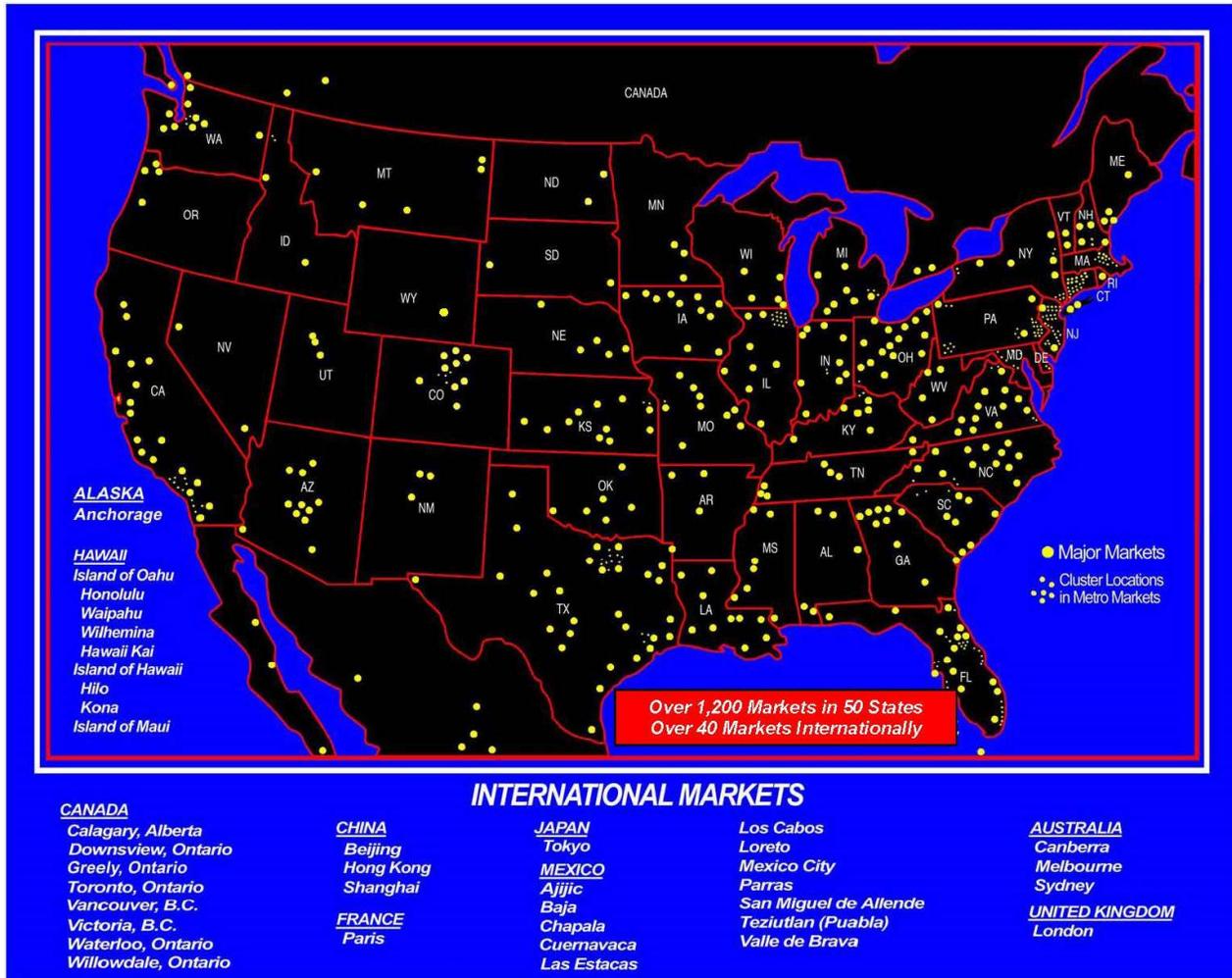
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# MDS Senior Living Experience



*There is no substitute for experience!*

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# TYPICAL LOCATIONS OF MAJOR SENIOR HOUSING AND HEALTH CARE CONSULTING ENGAGEMENTS

## *Multiple Engagements in Many Markets*

MDS, Inc. has been serving clients for over 45 years. The company has conducted over 4,500 major Senior housing and health care consulting engagements in over 1,200 markets in 50 states - experience that is unmatched in the industry today. The company has also conducted major international consulting engagements in 40 markets within the countries of China, Japan, Australia, Canada, Europe, Central America and Mexico.

[See our webpage for a full listing.](#)

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# TYPICAL MDS CLIENTS

## **For-Profit**

- Benchmark Senior Living
- Classic Residence by Hyatt
- CNL Retirement
- Five Star Senior Living
- Jones Lang LaSalle
- Kaplan Development Group
- Life Care Services
- Retirement Companies of America
- Senior Resources Group
- Sunrise Senior Living

## **Not-For-Profit**

- Asbury Heights Retirement Community
- Brazos Presbyterian Homes
- Buckner Retirement Services
- Centura
- Christus Health
- The Covenant Group
- Elderwood Senior Care
- Evangelical Lutheran Good Samaritan
- Hebrew Home of Greater Washington
- Lutheran Social Services of the South
- Methodist Retirement Communities
- Provident Resources Group
- Trinity Care Senior Living
- Virginia Mennonite Retirement Community

## **Lenders**

- Capital Funding Group Inc.
- Fidelity Real Estate Group
- Grandbridge Real Estate Capital
- Lancaster Pollard
- M&T Bank
- Midland Mortgage
- Paragon Mortgage
- Prudential Huntoon Paige
- Red Mortgage Capital, Inc.
- Wells Fargo Multifamily Capital

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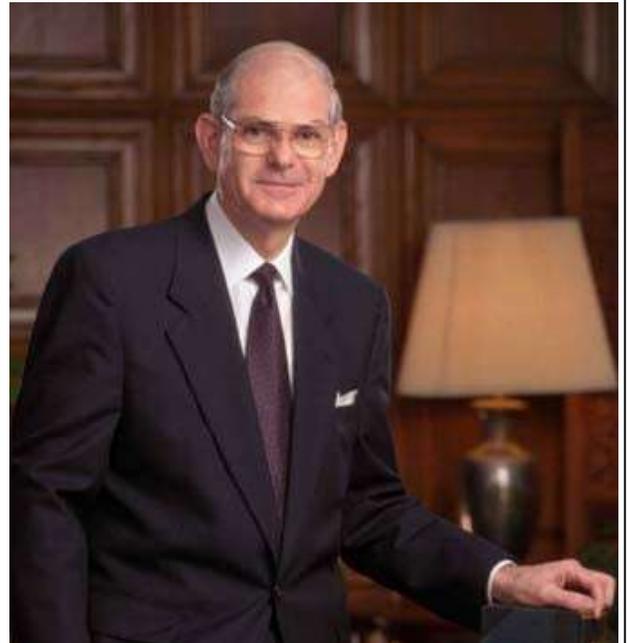
## JIM MOORE

Jim Moore has over 50 years of industry experience and for the past **45** years the company that Moore founded – **Moore Diversified Services, Inc.** – has served literally thousands of national and international clients.

Moore is a leading independent living and assisted living author. He has authored several hundred industry technical papers, trade journal articles, and a weekly business column for two major newspapers. He is the author of six books on Seniors housing and health care. His previous books include *“Assisted Living 2000 – Practical Strategies for the Next Millennium”*, *“Assisted Living Strategies for Changing Markets”* and his latest book, *“Independent Living & Continuing Care Communities (CCRCs)”*.

For over 14 years he authored the monthly column entitled, *“Senior Housing”* for *Contemporary Long Term Care Magazine* – a leading industry trade periodical. He has authored articles for other leading Senior housing and health care publications; including the *“Assisted Living Executive”* and the *“National Investment Center’s Key Financial Indicators”*. For the past ten years, he has authored a monthly column for *“McKnights Assisted Living”* industry periodical. Moore also writes a nationally syndicated Senior housing and health care column provided directly to Senior living communities and for inclusion in major state association newsletters and periodicals. Moore also publishes a recurring email newsletter that is distributed to industry CEO’s, CFO’s and COO’s. As a recognized Senior living and health care national expert, he has provided expert witness support and testimony in over 55 cases at the local, state and national levels.

He is past president of a major Senior living industry trade association. He is currently active in five major industry trade associations and serves as an independent director or an Advisory Board member of five Senior housing and health care organizations. He is Chairman Emeritus of the Board of Directors of a major public Senior living company with a portfolio of over 130 properties that is traded on the New York Stock Exchange. Jim has been a guest lecturer for *“The Business of Seniors’ Housing & Care”* at Johns Hopkins University’s Graduate Division of Business & Management and The Erickson School of Aging Studies at The University of Maryland. Jim holds a Bachelor of Science degree in Industrial Technology with an electronics engineering major from Northeastern University in Boston and an MBA in Marketing and Finance from Texas Christian University in Fort Worth, Texas.



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## LYNNE MOORE

MDS is a two generation company. Ms. Moore is President and Project Manager for MDS Research Company, Inc. and is responsible for all MDS market research-related projects. She has a broad background in market research and, for over 35 years, has been directly responsible for the design and implementation of comprehensive research engagements involving all aspects of Senior housing and health care including:

- Continuing Care Retirement Communities (CCRCs)
- Active Adult Senior Housing
- Independent Living/Congregate Care
- Assisted Living/Residential Care
- Nursing and Health Care
- Alzheimer's/Dementia Care
- Community-Based Services – Including Home Health Care, Adult Day Care, Outpatient Rehabilitation Services, Etc.



Ms. Moore has been personally involved in the implementation of major studies in over **1,200** markets in **50** states and the District of Columbia. These studies involved to-be-developed new communities as well as the repositioning and/or expansion of existing communities. MDS Research Company's broad spectrum of research services include, but are not limited to, the following:

- Market Feasibility Studies
- Financial Feasibility/Pro Forma Analysis
- Financial Operations and Benchmarking Analysis
- Market Size and Depth Analysis
- Demographic Analysis
- Senior Housing Competitor Evaluations
- Mystery Shopping
- Market Scanning
- Site Selection Planning/Evaluation
- Senior Consumer Research:
  - -Surveys
  - -Focus Groups
- Lost Prospect Surveys
- Resident Satisfaction Survey

Ms. Moore's clients include a broad spectrum of national leaders and small organizations and include developers, health care organizations, faith-based organizations, Senior housing operators/management companies, architects, lenders, underwriters, investors, REITs and other financial institutions. These clients consist of both for-profit and not-for-profit clients. Ms. Moore holds a B.B.A. in Marketing from Texas Christian University in Fort Worth, Texas.

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## ROY BARKER

Over the last eighteen years, Roy Barker has been involved in providing consulting services to the Senior Living Industry as the Director – Special Projects for Moore Diversified Services (MDS). Roy's focus is improving the overall resident experience while optimizing operations through higher occupancy, affordable monthly service fees, and reasonable expense structures. Roy has also been instrumental in the conceptual design, project management, and implementation of software and a financial template series designed specifically for the senior living industry.

Roy is an authority in the field of employee turnover analysis and retention strategies. He also specializes in improving financial positions through efficient operations, which includes but is not limited to expense management, which can include specific issues like controlling cost or service creep in direct care, managing employee turnover, and benchmarking/operations analysis. Managing these factors will also provide affordability to a larger segment of the senior market. Roy is also instrumental in helping operators increase occupancy through refining marketing strategies, marketing team development, and prospect seminars. Other services offered that are also an important part of building a great organization include corporate leadership training, staff development, and customer service training sessions.

Roy is a Certified Senior Advisor (CSA), a Dallas Area Agency on Aging Advisory Committee member, and was a Certified Long Term Care Ombudsman in the state of Texas. He holds a master's degree in Applied Gerontology – Long-term care, Senior Housing, and Aging Services from the Robert B. Toulouse School of Graduate Studies, Department of Applied Gerontology University of North Texas (UNT). He also holds a BBA – Finance from UNT.



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## **CONTACT INFORMATION**

### **Jim Moore**

President

Moore Diversified Services, Inc.

[jimmoore@m-d-s.com](mailto:jimmoore@m-d-s.com)

### **Lynne Moore**

President

MDS Research Company, Inc.

[lynnemoore@m-d-s.com](mailto:lynnemoore@m-d-s.com)

### **Roy Barker**

Director – Special Projects

Moore Diversified Services, Inc.

[roybarker@m-d-s.com](mailto:roybarker@m-d-s.com)

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