4. ASSESSMENT OF MULTIFAMILY SENIOR HOUSING

A. Senior Housing Models

Senior housing is constantly evolving and reinventing itself to accommodate the changing needs and desires of the senior population. It is a relatively young real estate class that has grown in response to increasing life expectancies and the declining number of seniors who live with family members. The senior housing industry contains a number of product types that vary in the type of unit and supporting services that are offered. The senior housing industry has also developed a somewhat standardized vocabulary to describe the various product types, but some variation in terms does exist and can lead to confusion.

The purpose of this section is to describe the various senior housing models that exist today. This description will provide a common terminology that will be used in the remainder of this study.

OVERVIEW OF SENIOR HOUSING MODELS

For the purposes of this study we have identified 3 categories of senior housing:

1. **Independent Living**– where residents require little or no assistance, but may benefit from amenities geared towards seniors. Independent living includes the following models:

   a. *Lifestyle Communities* that appeal to resident choice. These may be self-contained resort communities that offer amenities and services on-site, or downtown "loft" senior facilities that are in vibrant areas close to a wide variety of off-site entertainment and services. A key characteristic of these facilities is that they cater more to the wants of seniors rather than needs. Lifestyle communities are distinguished in part by their unique and appealing facility design. Such facilities often have architecturally significant design and/or recreation facilities meant to appeal to the taste of potential residents.

   b. *Independent Living* communities are similar to lifestyle communities in that they offer unit amenities to attract senior residents who are able to live without supportive services. Amenities targeted to seniors typically include safety features, such as grab bars, emergency call systems, and intercom access at the building entrance. Senior services, such as housekeeping, transportation, and laundry, may or may not be offered to residents, but, if offered, are usually offered for an additional fee.

      The primary difference between independent living and lifestyle communities is their location and facility design. Independent living communities less often have a distinctive facility design, and are located in non-resort and non-downtown locations.

   c. *Congregate Living* facilities are similar to independent living with convenience services, but with added meal plans, housekeeping, laundry service, and medical management services. Congregate facilities may also offer personal care assistance. The MSHDA congregate model provides one meal per month, and well as housekeeping, and laundry services for an additional fee. Rents are often higher for a MSHDA congregate facility than for an independent living community, with the increased rent being due to the availability of optional ala carte services.

2. **Assisted Living** – where residents require assistance with some or many activities of daily living, but can still live without 24-hour nursing care. Meal plan fees and other services are included in the monthly rent, are available for an additional fee, or some combination of both. Some assisted living communities offer services bundled into different packages, with residents able to choose the package that best suits their needs.

   "Assisted living" has no formal legal definition in Michigan, and there is no State assisted living license. Thus, any senior housing facility can call itself an "assisted living" facility, but for the purposes of this study only senior housing facilities that offer all of the following services (either included in monthly rent or for an additional fee) are considered assisted living:

   - On-site 24/7 monitoring,
   - Daily food service (at least one meal),
   - Personal care services and home care services including help with activities of daily living (grooming, dressing, bathing and eating),
   - Housekeeping/laundry, and
   - Medication assistance or supervision.

   If a facility offers some, but not all of the above services it is not considered an assisted living facility. Rather, it would be considered an independent living facility with support services or a congregate facility.

   The Assisted Living category includes *Adult Foster Care Facility and Homes for the Aged,* which are licensed by the state as such. These facilities provide a living arrangement that integrates shelter and services for older persons who need additional supervision, but do not require continuous nursing care. Adult foster care is not limited to older persons, and also serves mentally ill, developmentally disabled, or physically handicapped adults of all ages.

3. **Continuing Care Retirement Communities** (CCRC's) combine two or more senior models in one facility. CCRC's may include any combination of independent, assisted and nursing units. The different types of units can be located in the same building, or located in different buildings in a campus-style environment. The purpose of a CCRC is to allow the senior to "age in place" with all of the different types of housing that seniors with varying levels of independence demand being located in one place. CCRC's usually require a substantial entrance fee and/or a "life care" contract. The entrance fee or contract is used to prepay for the resident's anticipated health or long-term care expenses.

As there can be a wide variation in the context, amenities, and services offered within each type of senior housing model, we further identify a typical range of characteristics for each model. The following chart shows the various models of senior housing, along with the types of unit, community amenities, and services that may be offered. As each individual senior housing facility can include a unique combination of characteristics and services, we have designed the chart to show what combinations are possible along the continuum of senior housing.

If the user of this report draws a horizontal line across the graphic at any location in the following figure, the horizontal line will intersect a series of vertical lines. The intersection of the lines will indicate which unit types, amenities, and services are typically found in a particular type of senior housing model. For example, a horizontal line drawn just below the "congregate services" entry in the models column intersects with the cottage and apartment unit types, the single community amenities line, and the community/recreation activities line under the services column.

Figure 3. Senior Housing Continuum
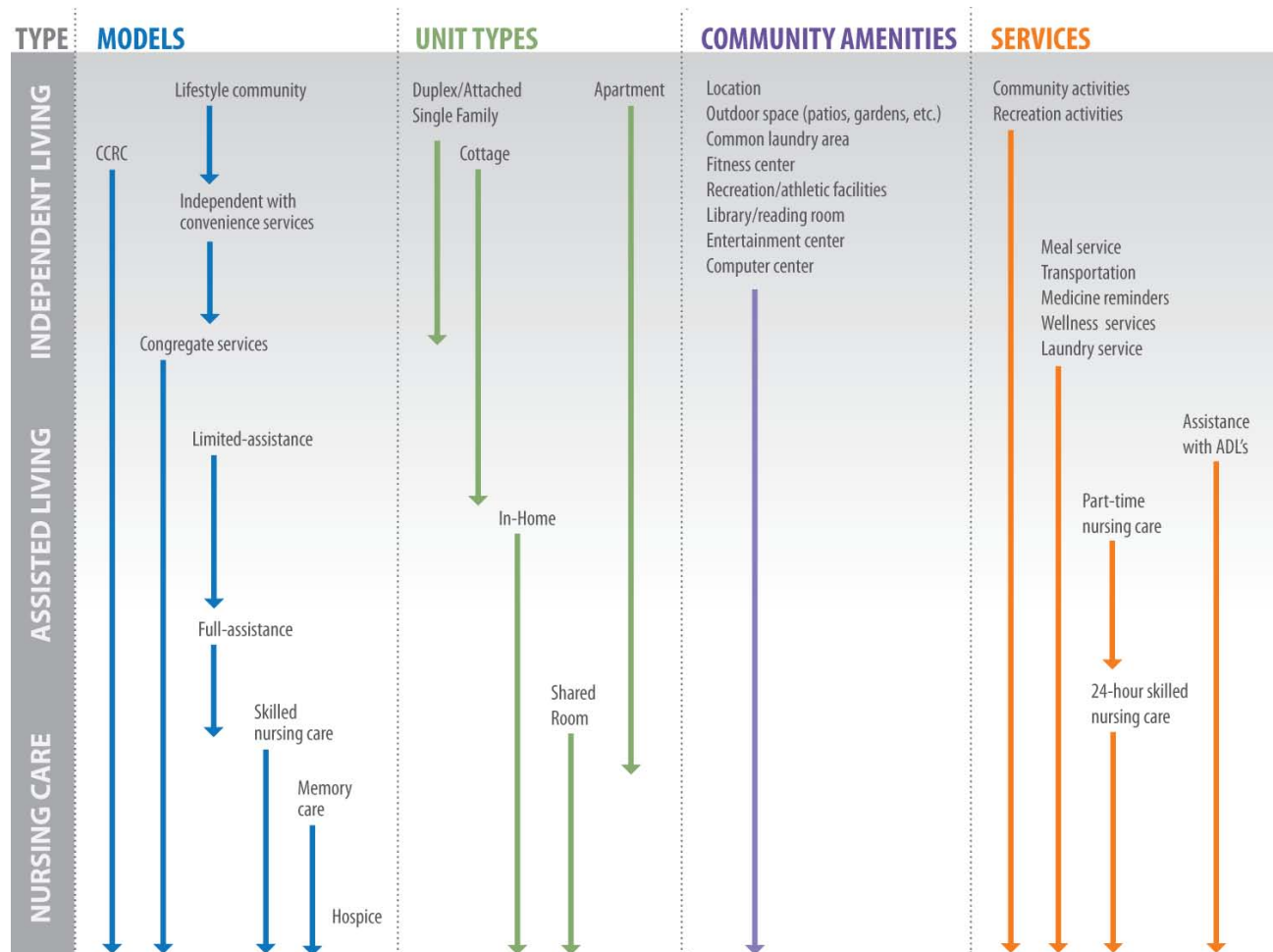
UNIT TYPES

A description of each of the elements in the above Figure 3 are provided below:

1. _Duplex/Attached Single Family_ units are very similar to standard market-rate attached housing, and will typically offer all of the same features and amenities found in a non age-restricted housing development. The distinguishing characteristics of senior-friendly duplex or attached single-family units are universal design elements that anticipate increased longevity, aging in place, and increasing needs for home care and physical accommodations. Universal design elements include step-free entryways; wide doorways and hallways; lever handles for all doors (instead of knobs); first floor bedroom/bath; and non-slip floors, steps, and baths. All senior housing units will contain some or all of the above universal design elements.

   Duplex/attached single family units are most often found in senior communities of choice such as lifestyle communities, mixed-facility campuses, and CCRC's.

2. _Cottage_ units offer independent living in a communal environment for totally or substantially independent seniors. Cottage units house one or more seniors in a non-apartment, non-institutional environment, which is appealing to seniors with limited financial means. Cottages are often indistinguishable from a small single family house or duplex unit from the exterior.

Figure 4. Senior cottage units

In a cottage housing development, groups or "clusters" of individual housing units are together around communal features, typically open space and a community building. Because cottage housing offers a communal feature, residents share in a greater sense of community while partaking in the activities or amenities provided. Specific to senior housing, cottage development allows community amenities to be concentrated in one, communal area such as a community center. This type of development has a lower impact on communities and allows seniors easier access to aid with independent ADLs.

3. _Apartments_ are the dominant unit type for senior housing, spanning nearly the entire range of senior housing models. Apartments can be luxuriously appointed units in a lifestyle community, modestly sized units for independent seniors of limited means, or small units with less extensive cooking facilities in assisted living communities where meals are served in communal settings. The particular design and appointment of the apartments will depend on the market segmentation and local conditions of the senior housing facility, but any apartment unit will have a private lockable entry and cooking facilities of some nature.

4. _In-Home_ senior housing units refer to seniors who still live in their own home outside of a senior housing facility, but require outside services. This living arrangement is not within the scope of this study, but it is important to acknowledge that a large percentage of seniors will remain in their homes as long as possible either by choice, or due to financial considerations.

5. _Shared Rooms_ are perhaps the most institutional type of senior housing unit. These units include more than one bed, often consist of one room with a shared bathroom, and do not have in-unit cooking facilities. These units are almost exclusively found in the most care-intensive assisted living facilities and nursing homes.

UNIT AMENITIES

The following unit amenities may be offered within or in conjunction with units. These amenities may be either present or not in living units, although some may be available for an additional fee. Examples of unit amenities that can be fee-based include cable television, internet service, pet charges, carport parking spaces, utilities, and additional storage space.

1. _Kitchen/Cooking_ amenities can include fully-equipped kitchens with an oven and refrigerator, limited cooking facilities such as a microwave oven, and/or dishwashers.

2. _Private Patio or Balcony_ provides attached private outdoor space for unit residents.

3. _Personal Emergency Response System_ that a resident can use in times of emergency to contact help. Such systems can be wireless with remote transmitters or wired into a telephone system.

4. _Roll-in Showers_ that are accessible to residents with wheelchairs.

5. _Walk-in Closets_ are an amenity that can increase the appeal of a living unit.

6. _Security Systems._

7. _Cable Television_ can be included as part of the unit rent, or available from a local cable television company.

8. _High Speed Internet Access_ can be provided as part of the unit rent, or available from a local internet service provider.

9. _Air Conditioning_. Can be through-wall in older buildings or central air.

10. _Washer/Dryer_ amenities can include washer/dryer units in the living unit, or hookups which allow the resident to install their own washer/dryer. (See Community Amenities for Common Laundry Area).

11. _Pet Friendly_ living units allow pets. Some communities require a deposit and/or a monthly fee.

12. _Garage/Carport Parking_ can be provided as part of the monthly rent or for an additional fee.

13. _Utilities_ are sometimes included in the unit rent. Often some utilities such as water and sewer and trash are included in the unit rent, while gas/electric is borne by the resident.

14. _Additional Storage_ is often available for an additional monthly fee.

COMMUNITY AMENITIES

1. _Location_ is an amenity for senior communities when the location offers prime access to one or more benefits such as groceries, pharmacies, medical services, entertainment and services, recreation, climate, nature, or landscaping. Location is also important for because seniors and their families often choose a senior housing facility based on its proximity to the seniors' family.

2. _Outdoor Amenities_ (patios, gardens, etc.) and environmental design can be important factors that distinguish one community from another. Senior housing facilities that incorporate amenities such as well-located communal areas, natural light and views of outdoor space, private or communal outdoor spaces, and the like can distinguish themselves from other senior housing facilities.

3. _Common Laundry Area_, which is a Laundromat area that is available for use by residents. This is different than laundry service, where the resident's laundry is taken away to be cleaned by others.

4. _Fitness Center_, which may also include physical therapy facilities, wellness centers, or spas.

5. _Recreation/Athletic Facilities_ can take many forms. Examples include facilities such as squash, racquetball, tennis, or golf and potentially even shuffleboard courts.

6. _Library/Reading Room_ where books and periodicals, along with a welcoming community space are offered to residents.

7. _Entertainment Center (mini-movie theatre)_ for both casual, opportunity use by residents as well as for pre-scheduled entertainment events.

8. _Computer Center_ where residents without their own computers can gain computer access.

9. _Environmental Design_ elements such as naturally lit common areas, outdoor views, wayfinding sign programs, private bedroom and bathroom design, food service programs that are "on demand" rather than limited and institutional, shaded outdoor spaces, and even having multiple lighting sources for indoor spaces can increase resident satisfaction.

Figure 5. Interior space that incorporates environmental design

10. *Retail and Personal Services* such as retail stores, beauty salons, coffee shops, etc.

SERVICES

The following services can be offered as part of the resident's rent, as part of a fee-based package, or on an a la carte basis:

1. *Community/Recreation Activities* that are programmed by the management of the facility or an outside organization. These activities are intended to provide social opportunity for residents, and are offered by most all senior housing models.

2. *Meal Service*, which may come in a variety of forms. Some facilities offer meal service in communal dining rooms at limited times and with limited menus, while others offer a more "on-demand" model where meal service is structured more like a restaurant and meals are cooked to-order. Meal plans may include one or more meals a day. The quality of the meal service program can have a great impact on resident satisfaction.

3. *Transportation* services can include scheduled periodic trips to shopping or entertainment, or can take the form of on-demand services available to residents.

4. *Medicine Reminders or Medicine Management* services ensure that residents will not miss or mismanage their medicines. Medicine reminders may be provided by a certified nurse's assistant, while medicine management (which involves directly administering medicine) must be provided by a registered nurse.

5. *Wellness Services* are dedicated to increasing the health and well-being of residents. These can include preventive medicine, strength training, swimming, spas, and other programs.

6. *Laundry Service*, where the resident's laundry is picked up from their unit, cleaned, and returned to their unit.

7. *Personal Support Services with Activities of Daily Living* which include bathing, dressing, toilet, eating, mobility, medicine, and shopping. The intensity of these services can be relatively light, or involved, depending on the patient's need.

8. *24-hour On-Site Management* where building staff are available to assist residents with personal or living unit maintenance needs around the clock.

9. *Part-Time Nursing Care* where nurses are available during limited times for the benefit of residents.

IMPORTANT ALTERNATIVE SENIOR HOUSING OPTIONS

While the preceding sections describe the predominant senior housing models in existence today, there are outliers that may gain more acceptance as seniors seek more cost-effective or socially desirable living arrangements. It is possible that a broader portion of the population will consider these solutions as realistic options:

1. *Cooperatives* are a form of ownership where the senior housing facility is owned and controlled by the residents themselves. These facilities are often most akin to independent living through congregate care facilities on the senior housing continuum in the building design and services that are offered. The key difference between a senior cooperative and other ownership structures is that cooperatives can appeal to seniors who would be otherwise resistant to moving out of their single-family homes because the cooperative passes the financial benefit of ownership to the senior owners. In this manner, a cooperative ownership structure removes one of the principal obstacles that prevent seniors from moving to a senior housing facility.

The cooperative ownership structure is similar to a condominium form of ownership, with a few significant differences. In a condominium each owner has separate legal title to an individual dwelling unit and an undivided fractional interest in the common elements of the project as a whole. In a cooperative, a member has a membership in the cooperative corporation which in turn holds title to the entire project. Membership in a cooperative housing corporation entitles its owner to the occupancy of a dwelling unit in the project. Another significant difference is that in a cooperative, the Board of Directors must approve any new member and the cooperative has first option to buy the membership shares of a deceased/departing member. In a condominium the association typically has no control over unit sale or resale.

While the differences are subtle, the lack of separate legal title to individual units and the common ownership of the project as a whole create a unique ethos of community in cooperative projects.[14]

2. _Home Sharing_ is an arrangement where a senior may share their home with another senior or non-senior in exchange for rent or services, or where a group of un-related seniors co-habitate in a single dwelling unit. There is no formal organization that is in charge of a home sharing arrangement; all services are arranged for by the residents themselves. Home sharing can be a cost-effective way to obtain necessary services, to retain independence, and to provide companionship for seniors who would otherwise be isolated living alone.

3. _Accessory Dwelling Units._ An accessory dwelling unit (ADU) is a housing unit with complete living facilities that is usually attached or located closely to a single-family home. Both the single family home and the ADU are located on the same property. The ADU, as its own housing unit, can be either rental or owner-occupied housing. Accessory dwelling units are typically referred to as guest apartments or in-law apartments.

For older adults who own their homes, adding an accessory dwelling unit can generate additional monthly income, provide added social relationships and offer a higher sense of security. Some older adults who are house-rich but live on a fixed income, rent their single family home to generate income while they reside in the ADU.

For older adults in search of rental housing, ADUs offer a smaller apartment that usually leases at a lower amount than regular, full-size units. ADUs can foster independence and a sense of community for older adults who want to live on their own, but also want community connections, added security, and a more traditional neighborhood setting. Additionally, many municipalities and states have increased the approval of ADUs as the model has been shown to increase tax revenues and expand the supply of affordable housing.

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[14] For more information on senior cooperatives, see http://www.seniorcoops.org/

B.   Senior Housing Facility Manager Survey

A survey of senior housing facility managers was conducted in order to obtain supply-side information on the existing senior housing stock in the State of Michigan. The purpose of the survey was not to obtain an exhaustive inventory of all available senior housing in the state, but rather to determine the characteristics of existing senior housing models that exist in the state and to identify commonalities between successful and struggling properties.

The survey collected objective data on each facility from the respective managers such as number of units, rent levels, and services and amenities offered. The survey also included a number of opinion questions to assess facility managers' impressions on the importance of various characteristics on the marketability of the facility.

INTRODUCTION AND METHODOLOGY

The senior housing facility survey was conducted as a combination mail and online survey. A sample of 150 housing facilities were mailed paper copies of the survey with a postage-paid return address, while an additional 400 facilities received note cards asking the facility manager to fill out the survey online. Follow-up reminders were mailed to all recipients approximately 2 weeks after the initial mailing.

The response rate for the mail surveys was 33%, while the response rate for the online surveys was 5%. The overall response rate was 19%.

A Note on Highlighted Text Blocks:

In this section, you will find blocks of text that are highlighted in a green color. These sections present conclusions, hypotheses to explain interesting or notable data points, or summaries of the detailed tables. These highlighted sections of text are intended to supplement the discussion of results, and to highlight notable conclusions and potential future research questions.

SUMMARY OF RESPONSES

Facility Type. The following Table 6 shows the breakdown of responses by facility type. Note that we have combined the CCRC and Assisted Living facilities into one category for the purposes of this study. The reason for this is those two types of facility are in practice very similar in the marketplace. Both CCRC's and assisted living facilities typically allow residents to customize their service packages, and both allow residents to be as independent as possible. Further, pricing and design characteristics are very similar between the two types of facility. The major difference is in how a particular facility chooses to market itself.

Table 6. Responses by Facility Type

Type of Facility	Number of Responses	% of All Responses
All Responses	88	100%
Independent Living	60	68%
Congregate	13	15%
CCRC	8	9%
Assisted Living	7	8%

Year Built. The following Table 7 shows the decades during which the various types of senior housing facility were built. Independent living facilities have been steadily developed since the 1970's, while congregate, CCRC, and Assisted Living facilities have been predominantly constructed during the 1990's and 2000's.

Table 7. Senior Housing Facility Type by Decade Built

Type of Facility	Before 1960	1960-69	1970-79	1980-89	1990-1999	2000-2010
Independent	1	0	7	9	19	22
Congregate	0	0	0	2	6	6
CCRC	1	0	0	0	3	3
Assisted	0	1	0	0	3	4

Facility Manager Experience. The following Figure 6 shows the number of years that respondents have been at their current facility. While a large number of respondents had more than a decade or experience, another significant proportion has a year or less of experience at their current facility.

Facility Manager Turnover

Figure 6 indicates a large number of "rookie" facility mangers with less than 1 year of experience, but an equally large number of facility managers with 10 or more years of experience. This indicates that there is a significant weeding-out process that occurs, and that once a facility manager persists beyond a certain number of years on the job, they are likely to remain in that position for a period of decades.

Further research may be warranted to identify:

- Why there is a large turnover of facility managers in early years on the job?

- What is the experience level where turnover ceases?

- What are common characteristics (if any) of high experience facility managers?

Figure 6. Respondent's Experience
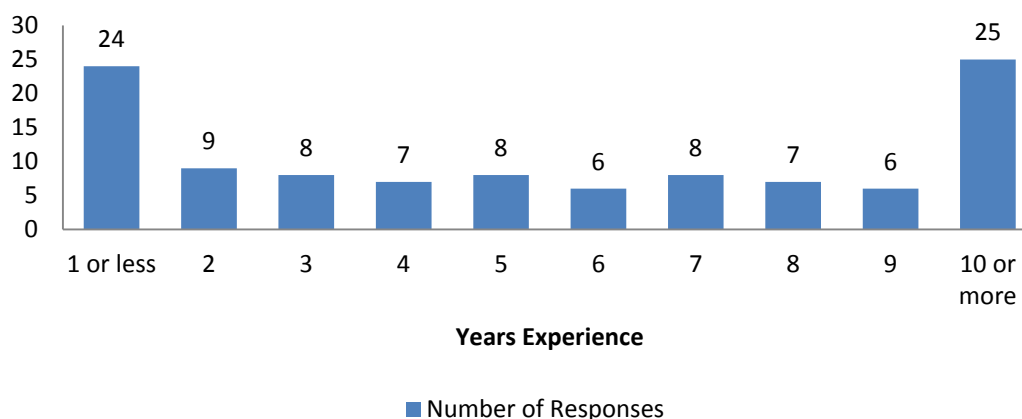
Summary of Facility Characteristics. Table 8 on the following page lists important characteristics of each of the facility types. The table is a simplified summary of the results presented in the following sub-sections for each of the facility types, and is intended to allow for a quick cross-comparison of the similarities and differences between various senior housing types.

Table 8 indicates that the primary differences between the types of facility are cost and services. As you move up the senior housing continuum, rents increase along with included/available services. Some general conclusions that can be drawn include:

- **Unit characteristics** are similar for independent and congregate facilities, and in general are comparable to a market-rate, non-age restricted multi-family rental housing unit.

- **CCRC/assisted units** are smaller and are not comparable to market rate multi-family rental housing.

- The **primary difference between independent and congregate facilities** is services. Meal services in particular are an integral part of the congregate model.

- The **primary differentiator of CCRC/assisted facilities** is the focus on community and support services rather than unit amenities.

- **Important amenities for independent facilities** support daily needs for seniors who are able to live independently.

- **Important amenities for congregate facilities** support daily needs, and also serve as luxury or convenience quality of life benefits for seniors who are able to live independently, but desire additional services. Meal service is an important differentiator between independent and congregate facilities.

- **Important amenities for CCRC/assisted facilities** provide support services for seniors who are not able to live completely independently and require some level of assistance. Community and service amenities are thus much more important than unit amenities.

- **Market areas** for independent and congregate facilities are 0-25 miles. CCRC/Assisted facilities draw from a primary market area of 0-10 miles and a secondary market area of 10-25 miles.

- **Age structure** in independent living facilities is younger, with most residents being between the ages of 65 and 84. The age structure in congregate and CCRC/assisted facilities is older, with many residents being older than 85 and most residents being older than 75.

Table 8. Comparison of Senior Housing Facility Characteristics

Characteristic	Independent	Congregate	CCRC	Assisted
Size of Facility	90 units	130 units	150 units	70 units
Type of Units	1 & 2 bedroom	1 & 2 bedroom	Studio & 1 bedroom	Studio & 1 bedroom
Market Rate Rent[15]	$575 - $1,050	$1,200 - $2,450	$2,200 - $3,900	$1,600 - $3,400
Unit Area (sq. ft.)	625 - 850	600 - 900	325 - 500	300 – 525
Average Occupancy	95%	93%	93%	94%
Meal Service Included in Rent?	10% of facilities (1 per day)	38% of facilities (1-3 per day)	75% of facilities (3 per day)	100% of facilities (3 per day)
Meal Service Available for Additional Fee?	40% of facilities ($150 for 1 meal)	100% of facilities ($225-$350 for 2-3 meals)	25% of facilities ($275-$400 for 1-3 meals)	100% of facilities
Resident Age Structure				
55 – 64	9%	6%	4%	4%
65 – 74	35%	13%	23%	23%
75 – 84	38%	28%	31%	31%
85+	16%	53%	42%	42%
Most Important[16]				
Unit Amenities	Full kitchen Air conditioning Security system	Full kitchen Air conditioning Private patio/balcony	Air conditioning Security system Roll-in showers	Additional storage Security system Air conditioning
Community Amenities	Community bus Sidewalks/walking paths Common laundry Patios/gardens Clubs & activities	Central kitchen Central dining area Beauty salon Library/reading room Community bus	Patios/gardens Central kitchen Sidewalks/walking paths Common laundry Computer room	Sidewalks/walking paths Beauty salon Clubs & activities Patios/gardens Central dining area
Neighborhood Amenities	Pharmacy Grocery store Hospital Medical services Churches	Grocery store Pharmacy Hospital Medical offices Other retail	Hospital Pharmacy Churches Medical services	Churches Pharmacy Hospital Other retail Medical services
Support Services	24-hour on-site mgmt.	Meal service Wellness services 24-hour on-site mgmt.	Meal service Medical management Support w/ADL Housekeeping	Meal service Housekeeping Medical management 24-hour on-site mgmt. Support w/ADL
Distance Most Residents Move to Facility	0 – 25 miles	0 – 25 miles	0 – 10 miles	0 – 25 miles
Reasons Residents Depart	Long-term care Needs exceed services Death of resident	Long-term care Needs exceed services Death of resident	Long-term care Death of resident	Long term care Needs exceed services Death of resident

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[15] Rent ranges are based on a confidence interval around the mean for the type of units prevalent in the type of facility. Market rate rents vary by region and facility, and so we provide an expected range within which the majority of facilities will fall.

[16] Amenities and services are ranked in order of decreasing importance, as weighted by respondent facility managers.

NUMBER AND TYPE OF UNITS

Number of Units and Income Restrictions. The following Table 9 shows the average number of units and the total number of market rate and income limited units in senior housing facilities.

Most independent living facilities include income limited units, either solely or in combination with market rate units. Only 6 facilities were purely market rate projects. Interestingly, the pure market rate projects were also the largest, averaging 123 units per facility. Combination facilities average a total of 89 units, with a nearly 50/50 average split between market rate and income limited units. Income limited-only projects average 75 units.

Most congregate facilities are also combination facilities. Congregate facilities average 141 units per project, with combination facilities having approximately a 2:1 ratio of market rate units to income limited units. There were no purely income limited congregate living facilities.

CCRC facilities were roughly evenly split between pure market rate and combination or income limited facilities. Pure market rate facilities average 176 units, while combination facilities average 100 units. The one income limited facility has 148 units.

Assisted living facilities are primarily market rate facilities, with just 2 out of 10 respondent facilities having income limited units.

Table 9. Average Number of Market Rate and Income Limited Units in Independent Living Facilities

	Number of Facilities	Average Number of Market Rate Units	Average Number of Income Limited Units
All Independent Living Facilities	60	57	59
Market Rate Only	6	123	--
Market Rate/Income Limited	29	43	46
Income Limited Only	25	--	75
All Congregate Living Facilities	13	94	47
Market Rate Only	3	135	--
Market Rate/Income Limited	10	81	47
Income Limited Only	0	--	--
All CCRC Facilities	7	87	25
Market Rate Only	4	176	--
Market Rate/Income Limited	2	54	46
Income Limited Only	1	--	148
All Assisted Living Facilities	8	90	60
Market Rate Only	8	61	--
Market Rate/Income Limited	2	62	33
Income Limited Only	0	--	--

Unit Type. The following Table 10 summarizes the average number of each type of units in the various senior housing categories. There is a chart for market rate units, <50% AMI Units, and 50-60% AMI units. **Note that in the table, the number of units listed is the average number for facilities that contain that unit type.** By way of explanation, for independent living facilities that have 3 bedroom units, the average number of units is 13. There are just a few facilities that have 3 bedroom units, so if we were to report the average number of 3 bedroom units across all facilities, the number in the following table would be much smaller and would have less meaning.

Independent living facilities typically contain 1 bedroom units, but also display the widest variety in unit types. For instance, there are independent living facilities with every type of unit, and independent living facilities are also the only type of facility that have 3 bedroom and duplex units. Most independent living facilities are dominated by 1 bedroom units, with larger units supplementing the mix.

Congregate facilities typically have studio, 1 and 2 bedroom units. Even more than independent living facilities, congregate facilities are dominated by 1 bedroom units. Some congregate facilities offer cottage units.

CCRC facilities contain studio and 1 bedroom units. It is likely that residents need smaller units given the increased communal amenities and services in a CCRC, and also the fact that CCRC's are intended to allow residents to age in place.

Assisted living facilities consist primarily of studio and 1 bedroom units. This is unsurprising given that assisted living facilities are geared towards seniors who require assistance with ADL's and who are therefore less independent.

Predominant Unit Types by Senior Housing Category

The following are the most common unit types found in each of the senior housing categories:

Independent Living	*Congregate*	*CCRC*	*Assisted Living*
• 1 bedroom	• 1 bedroom	• 1 bedroom	• Studio
• 2 bedroom	• 2 bedroom	• Studio	• 1 bedroom
• Cottage	• Studio		

Table 10. Average Number of Units in Senior Housing Facilities

	Independent Living	Congregate	CCRC	Assisted Living
All Units				
Studio	5	29	28	36
1BR	59	89	119	25
2BR	22	36	5	5
3BR	13	--	--	--
Duplex	15	--	--	--
Cottage	24	11	--	--
Market Rate Units				
Studio	0	29	28	36
1BR	33	66	119	21
2BR	15	24	5	5
3BR	15	0	0	0
Duplex	15	0	0	0
Cottage	13	6	0	0
<50% AMI Units				
Studio	0	0	0	0
1BR	34	10	58	22
2BR	6	11	0	0
3BR	10	0	0	0
Duplex	0	0	0	0
Cottage	30	0	0	0
50-60% AMI Units				
Studio	5	0	0	0
1BR	34	27	0	3
2BR	16	14	0	0
3BR	0	0	0	0
Duplex	0	0	0	0
Cottage	0	0	0	0

Occupancy by Unit Type. Table 11 shows the occupancy for each unit type, cross tabulated by income restrictions on the units. The table shows that occupancy rates are generally high across the various unit types and senior housing facility categories, but that there are a few unit types with lower occupancy rates.

Table 11. Occupancy by Unit Type by Facility Category

	Independent Living	Congregate	CCRC	Assisted Living
Market Rate Units				
Studio	--	90%	76%	80%
1BR	88%	85%	97%	69%
2BR	93%	89%	80%	100%
3BR	100%	--	--	--
Duplex	100%	--	--	--
Cottage	100%	100%	--	--
<50% AMI Units				
Studio	--	--	--	--
1BR	93%	90%	97%	100%
2BR	63%	100%	--	--
3BR	90%	--	--	--
Duplex	--	--	--	--
Cottage	100%	--	--	--
50-60% AMI Units				
Studio	100%	--	--	--
1BR	89%	85%	--	100%
2BR	69%	90%	--	--
3BR	--	--	--	--
Duplex	--	--	--	--
Cottage	--	--	--	--

Low-Occupancy Unit Types

A 95% occupancy rate is typically considered "fully occupied," and the resident characteristics of senior housing mean that there will be periods of high turnover for facilities so occupancy rates of 90% or higher can be considered strong. Occupancy rates between 85% and 90%, if persistent, can be grounds for concern, and occupancy rates lower than 85% are considered problematic. Table 11 indicates that:

• Underperforming Unit Types. Market rate units generally are performing well, except for studio and 2 bedroom units in CCRCs and studio and 1-bedroom units in Assisted Living facilities.

• 1-Bedroom Assisted Units. The 69% occupancy rate for 1 bedroom units in market rate Assisted Living facilities warrants further investigation to identify why these units are performing poorly.

• 2-Bedroom <50% AMI Independent Living Units. 2 bedroom independent living units restricted to <50% AMI income levels are performing poorly. 45% of independent living facilities contain these kinds of units, but the average number of such units in a facility is just 6, so there does not appear to be a glut of 2 bedroom <50% AMI units. MSHDA should consider not allowing 2 bedroom units to be designated as <50% AMI units.

• 2 Bedroom 50-60% AMI Independent Living Units. 2 bedroom independent living units restricted to 50-60% AMI income levels are performing poorly. 55% of independent living facilities contain these kinds of units, but the average number of such units in a facility is 16, so there are more of this type of unit that exist. MSHDA should consider not allowing 2 bedroom units to be designated as 50-60% AMI units.

Wait List by Unit Type. Facility managers were asked to indicate if they had a wait list for particular types of units. The following Table 12 presents the percentage of senior housing facilities within each category that reported a wait list for particular unit types. The wait list information can supplement occupancy rate information.

Table 12. Wait List by Unit Type by Senior Housing Category

	Independent Living	Congregate	CCRC	Assisted Living
Market Rate Units				
Studio	--	0%	0%	0%
1BR	46%	23%	0%	0%
2BR	30%	31%	0%	0%
3BR	0%	--	--	--
Duplex	0%	--	--	--
Cottage	50%	67%	--	--
<50% AMI Units				
Studio	--	--	--	--
1BR	57%	0%	0%	0%
2BR	41%	0%	--	--
3BR	0%	--	--	--
Duplex	--	--	--	--
Cottage	100%	--	--	--
50-60% AMI Units				
Studio	100%	--	--	--
1BR	24%	10%	--	0%
2BR	21%	30%	--	--
3BR	--	--	--	--
Duplex	--	--	--	--
Cottage	--	--	--	--

UNIT CHARACTERISTICS

Unit Area. Table 13 shows the average unit area in square feet for all independent units. The areas reported in the table are for both market rate and income limited units, which are typically undifferentiated in terms of size in facilities that include both types of units.

Table 13. Average Unit Area by Unit Type by Senior Housing Category

	Independent Living	Congregate	CCRC	Assisted Living
Studio	--	Not reported	350	313
1BR	622	623	488	538
2BR	842	890	575	675
3BR	1,213	--	--	--
Duplex	1,075	--	--	--
Cottage	900	1,025	--	--

Unit Area

- Independent Living and Congregate. Unit sizes are nearly identical for independent living and congregate facilities. This indicates that, at least in terms of unit characteristics, independent living and congregate facilities are physically similar and are differentiated mostly by the services offered at congregate facilities.

- CCRC and Assisted Living. CCRC and assisted living facilities are also very similar to each other. This indicates that CCRC facilities are more physically akin to assisted living facilities, with the difference being the amenities and services offered at CCRC facilities to appeal to more independent seniors.

- Comparison with Non-Age Restricted Housing. Independent and congregate unit sizes are comparable to non-age restricted multi-family housing developments. This may indicate that these types of facilities compete against standard market rate housing for residents largely based on physical unit characteristics. CCRC and assisted facilities are smaller than non-age restricted housing, indicating that those types of facility compete on other grounds, namely services and meeting seniors' specific needs.

Market Rate Rent. Table 14 shows the average market rate rent for the various unit types in each of the senior housing categories.

<p align="center">**Table 14. Average Market Rate Rent by Unit Type by Senior Housing Category**</p>

	Independent Living	Congregate	CCRC	Assisted Living
Studio	--	$2,100	$2,500	$2,850
1BR	$761	$1,500	$3,167	$2,564
2BR	$869	$1,923	$3,050	$1,800
3BR	$875	--	--	--
Duplex	$925	--	--	--
Cottage	$863	$1,483	--	--

Market Rate Rents

- Increasing Rents. The rent data confirms that increased services and amenities translates into higher rents. Rents increase from independent living ➔ congregate ➔ CCRC facilities.

- 1 and 2 Bedroom Units. For 1 and 2 bedroom units there is typically a small bump in rents. The reported rents for 1 and 2 bedroom units are statistically undifferentiated as they lie within each others' data margin of error.

- Rent Increases Between Facility Types. Rents roughly double when progressing from independent living to congregate care, and double again when progressing from congregate care to CCRC facilities. These large rent increases surely limit the potential pool of residents for CCRC and congregate facilities.

- Pool of Potential Residents. The high monthly rents for congregate, CCRC, and assisted living facilities likely explain their small numbers relative to independent living facilities. Many seniors likely cannot afford the more expensive congregate, CCRC, and assisted living facilities.

- Resident Rent to Income. A compensating factor than may help offset the higher rents for congregate and CCRC facilities is the increased services they offer. Independent living residents still must pay for all of the necessities of life, while meal plans and communal services are included in the resident's monthly rent at congregate and CCRC facilities. Thus, for an assisted living facility it is still appropriate to use a 30% rent to income ratio as a target benchmark, while appropriate rent to income ratios can increase for congregate and CCRC facilities.

- CCRC vs. Assisted Living Rents. Assisted living facility managers reported market rents that are higher than CCRC's for studio units, but lower for 1 and 2 bedroom units. The small sample size for CCRC and assisted living facilities could explain the difference in rent, but the difference could be explained by the increased amenities that CCRCs offer. CCRCs appeal to seniors along the entire acuity spectrum, while assisted living facilities cater to seniors who require assistance with ADLs. This could limit the variety of services that assisted living facilities must offer to be competitive, and thus the rent they must charge.

Second Person Fees. Respondents were asked if they charged an additional fee to add a second unrelated occupant in a one-bedroom or studio unit. Only two communities charge such a fee, with the charges being $250 and $350.

Concessions. Respondents were asked if they were running any concessions. A total of 13 facilities (22% of independent facilities) indicated that they were running or have recently run some kind of concession. Another facility said they are not currently running any concessions, but that they have frequently used them in the past "depending on occupancy."

Typical concessions include 1 or 2 months' free rent, or small rent breaks that typically range from $30 to $50 per month.

RESIDENT CHARACTERISTICS

Resident Age. Table 15 lists resident age structure for independent living facilities by the age of the facility. The table indicates that a common scenario is for younger seniors to choose a newer facility to move into and then age in place in that facility. The newest facilities have the youngest age structure, with most residents being younger than 75 years old. Older facilities, more than 6 years old, show a higher percentage of residents in older 75+ age cohorts. This supports the notion that seniors will age in-place once they choose a facility.

Because the figures in Table 15 are averages of estimates by facility managers, they may not add to 100%. Also, due to the small number of responses and similarities between CCRC and Assisted Living facilities in the responses, we have combined them in Table 15.

Table 15. Resident Age Structure by Facility Age by Senior Housing Category

Age Group	All Facilities	0-5 Year Old Facility	6-15 Year Old Facility	16-30 Year Old Facility	30+ Year Old Facility
Independent Living Facilities					
55-64	9%	18%	8%	8%	8%
65-74	35%	46%	28%	38%	37%
75-84	38%	19%	49%	38%	29%
85+	16%	18%	14%	16%	27%
Congregate Facilities					
55-64	6%	5%	7%	6%	--
65-74	13%	40%	14%	7%	--
75-84	28%	40%	33%	22%	--
85+	53%	15%	46%	66%	--
CCRC/Assisted Living Facilities					
55-64	4%	6%	6%	0%	0%
65-74	23%	8%	14%	75%	8%
75-84	31%	33%	35%	15%	30%
85+	42%	55%	44%	10%	68%

Resident Age Structure

- <u>All Facilities.</u> Independent living facilities have the youngest age structure, with most residents being younger than 85 years old. Congregate, CCRC, and assisted facilities have older age structures, with most residents in congregate facilities and a plurality of CCRC and assisted facilities being older than 85 years old.

- <u>Age of Independent Facilities.</u> For independent living and congregate facilities, newer facilities have younger age structures. This indicates that seniors may choose a newer facility when they first move to senior housing and then age in place once they are there.

Distance Residents Moved to Current Facility. Facility managers were asked if the majority of their residents moved from a set of varying distances. The purpose of this question is to gain a general understanding of the primary trade area for the varying senior housing facility types. Table 16 presents the results.

Table 16. Distance Residents Moved to Current Facility

	Independent Living	Congregate	CCRC	Assisted Living
<5 Miles	5%	0%	29%	14%
5-10 Miles	23%	45%	43%	43%
10-25 Miles	54%	55%	0%	43%
25+ Miles	18%	0%	29%	0%

Distance Moved

- Independent Living and Congregate Facilities. Most residents of independent and congregate facilities moved from less than 25 miles away. This would indicate that independent seniors will choose to move into a facility that is close to their prior residence.

- CCRC Facilities. Interestingly, it appears that residents of CCRC's come from either very close (within 10 miles), or from far away (more than 25 miles). This could indicate that CCRC's appeal to nearby residents who need a higher level of service, but also appeal to more independent seniors who will move larger distances because of the amenities and services and increased potential to age in place at CCRC facilities.

- Assisted Living Facilities. Residents of assisted living facilities move from within 25 miles. This could be explained by the fact that residents who move to assisted living facilities require assistance and may be moving because they can no longer live on their own, but want to remain in the general area.

Percentage of Residents Who Moved From a Different State. Facility managers were asked what percentage of their residents moved from out of state. Table 17 shows the number of residents who moved to their current senior living facility from a different state. The majority of facilities have fewer than 5% of residents who moved from out of state, and nearly all facilities have fewer than 10% of residents who moved from out of state.

Table 17. Reported Percentage of Residents Who Moved To Current Facility from Out-Of-State

	Independent Living	Congregate	CCRC	Assisted Living
Fewer than 5%	74%	50%	71%	100%
Between 5% and 10%	21%	33%	14%	0%
Between 10% and 25%	5%	8%	14%	0%
More than 25%	0%	8%	0%	0%

Out-Of-State Moves

- Trade Area Implications. When Table 16 and Table 17 are considered in combination, the market area for senior facilities should typically be up to 25 miles (adjusted for travel times, population density, and the location of competitive facilities), and it is in most cases unadvisable to consider out-of-state areas as a likely source of residents for a new facility. The exception to this will be areas of the state that are near a state border, and where the 25 mile trade area extends into another state, and some CCRCs may draw from a larger area.

Previous Tenure. Facility managers were asked if the majority of their residents were previously homeowners or renters. Table 18 lists the results.

Table 18. Resident Previous Tenure

	Independent	Congregate	CCRC	Assisted
Homeowners	72%	100%	100%	75%
Renters	28%	0%	0%	25%

Previous Tenure

- Prior Renters. Approximately ¼ of independent and assisted residents were previously renters. This is similar to the share of renters in the overall population. As such, independent and assisted facilities can expect to draw residents from the broad population as a whole.

- Choice vs. Need. Congregate and CCRC facilities attract prior homeowners, while independent and assisted facilities draw a representative sample of the entire population. This may indicate that congregate and CCRC facilities compete based on their attractiveness to households with the resources to choose where they live. Independent and assisted facilities may offer more basic housing choices that appeal to needs as well as wants.

- Reliance on Prior Homeowners. Congregate and CCRC facilities rely entirely upon prior homeowners, which is logical given the higher monthly rents at these facilities. The sale of a home can help finance the monthly rent charges, and homeowners may also have greater household wealth than renters. On the other hand, in today's slow housing market the inability to sell a current residence may be delaying or preventing seniors from moving into a senior housing community. Also, lower property values will reduce the proceeds from home sales, which may provide seniors with less resources to pay for congregate and CCRC facilities.

UNIT AMENITIES

Unit Amenities – Availability and Importance. The following Table 19 lists the number of facilities that provide unit amenities in the base rent, the number of facilities that offer the amenity for an additional fee, and the amount of the additional fee.

Table 19. Unit Amenity Availability

	Included in Base Rent				Available for Additional Fee				Total Availability			
	Independent	Congregate	CCRC	Assisted	Independent	Congregate	CCRC	Assisted	Independent	Congregate	CCRC	Assisted
Fully equipped kitchen	90%	100%	43%	38%	0%	0%	0%	0%	90%	100%	43%	38%
Microwave	30%	15%	0%	25%	0%	0%	0%	0%	30%	15%	0%	25%
Dishwasher	38%	62%	14%	13%	0%	0%	0%	0%	38%	62%	14%	13%
Private patio or balcony	72%	100%	43%	38%	0%	0%	0%	0%	72%	100%	43%	38%
Personal emergency response system (wired)	68%	100%	71%	63%	0%	0%	0%	0%	68%	100%	71%	63%
Personal emergency response system (wireless)	10%	0%	29%	38%	0%	8%	14%	0%	10%	8%	43%	38%
Roll-in showers	33%	62%	86%	75%	0%	0%	0%	0%	33%	62%	86%	75%
Walk-in closets	60%	85%	29%	38%	0%	0%	0%	0%	60%	85%	29%	38%
Security system	50%	46%	43%	63%	0%	0%	0%	0%	50%	46%	43%	63%
Cable television	27%	0%	86%	75%	10%	54%	14%	25%	37%	54%	100%	100%
High speed internet access	17%	8%	29%	25%	10%	54%	14%	13%	27%	62%	43%	38%
Wi-Fi internet	3%	46%	43%	38%	5%	0%	14%	0%	8%	46%	57%	38%
Air conditioning	83%	77%	100%	75%	2%	8%	0%	0%	85%	85%	100%	75%
Washer/Dryer machines provided in-unit	23%	0%	0%	0%	2%	0%	0%	0%	25%	0%	0%	0%
Washer/Dryer hookups in-unit	18%	15%	0%	0%	0%	0%	0%	0%	18%	15%	0%	0%
Pets allowed	55%	69%	57%	38%	5%	23%	14%	13%	60%	92%	71%	50%
Garage parking	5%	23%	0%	13%	2%	0%	0%	0%	7%	23%	0%	13%
Carport parking	32%	23%	14%	0%	0%	15%	14%	13%	32%	38%	29%	13%
Utilities	40%	23%	29%	13%	10%	38%	29%	63%	50%	62%	57%	75%
Additional Storage	18%	15%	14%	13%	7%	54%	14%	0%	25%	69%	29%	13%

Other Unit Amenities Offered by Facilities:

- Bed, dresser & nightstand upon request, no additional fee; beauty shop on site, cost to resident
- Phone
- Common laundry facilities one each floor
- Activities/meals
- Exercise equipment
- 1 meal a day; weekly housekeeping; weekly linen laundered
- Storage $10.00, cable extra, internet extra, water extra
- Washer dryer coin operated

- Prescription service, pets allowed, cable ready, water-sewer provided.
- Water/sewer/trash services
- Intercom system
- Heat only (utilities)
- Heat with rent, library, community kitchen, workout room, grill and patio
- Heat and water only, included in rent
- Community room
- Emergency pull cords

Most Important Unit Amenities. The following is a summary of the top 5 most important amenities in each of the senior housing categories, as rated by the surveyed facility managers.

Independent Living	*Congregate*	*CCRC*	*Assisted*
• Fully equipped kitchen	• Fully equipped kitchen	• Air conditioning	• Additional storage
• Air conditioning	• Air conditioning	• Security system	• Security system
• Security system	• Private patio or balcony	• Roll-in showers	• Air conditioning
• Private patio or balcony	• Additional storage		• Private patio or balcony
• Additional storage	• Security system		• Roll-in showers

COMMUNITY AMENITIES

Community Amenities – Availability and Importance. Community amenities are features or benefits of a facility that lie outside of individual units. These communal features are available in common areas of the facility, and serve to improve the comfort and quality of life of residents. Table 20 shows community amenities that are offered by independent living facilities. Most of the listed amenities are offered by most facilities, with the exception of beauty salons, fitness centers, physical therapy rooms, mini-movie theatres, and computer rooms.

Table 20. Community Amenity Availability

	Included in Base Rent				Available for Additional Fee				Total Availability			
	Independent	Congregate	CCRC	Assisted	Independent	Congregate	CCRC	Assisted	Independent	Congregate	CCRC	Assisted
Sidewalks/walking paths	92%	100%	86%	100%	0%	0%	0%	0%	92%	100%	86%	100%
Patios, gardens, or picnic areas	88%	100%	71%	100%	0%	0%	0%	0%	88%	100%	71%	100%
Central kitchen	63%	38%	86%	63%	3%	8%	0%	0%	67%	46%	86%	63%
Central dining area	68%	62%	86%	88%	3%	23%	0%	0%	72%	85%	86%	88%
Common laundry facility	67%	46%	57%	100%	8%	46%	29%	0%	75%	92%	86%	100%
Beauty salon	33%	31%	14%	88%	15%	54%	57%	0%	48%	85%	71%	88%
Community bus or other transportation service	57%	85%	29%	63%	17%	8%	43%	0%	73%	92%	71%	63%
Fitness center	37%	85%	86%	38%	2%	0%	0%	0%	38%	85%	86%	38%
Clubs & activities (gardening, sewing, arts and crafts, etc.)	82%	92%	86%	100%	0%	8%	0%	0%	82%	100%	86%	100%
Physical therapy room	5%	38%	43%	25%	0%	15%	14%	0%	5%	54%	57%	25%
Library/reading room	88%	100%	86%	88%	0%	0%	0%	0%	88%	100%	86%	88%
Mini-movie theatre	22%	92%	14%	38%	0%	0%	0%	0%	22%	92%	14%	38%
TV lounge	68%	77%	71%	100%	0%	0%	0%	0%	68%	77%	71%	100%
Computer room or computer center	37%	85%	86%	38%	0%	0%	0%	0%	37%	85%	86%	38%
Other	8%	15%	14%	0%	0%	0%	0%	0%	8%	15%	14%	0%

Other Community Amenities Offered by Facilities:

- Shopping/activity/bus trips
- Aviary
- Touch screen games, pharmacy, store
- Senior Center located here
- Screened porch; billiard room
- $9 per meal, $1 per load, salon (fee chart)
- Community room

Table 21 shows the importance placed on each community amenity by respondent facility managers. Community busing/transportation is rated as the most important community amenity. Outdoor features (sidewalks/walking paths and patios/gardens) are also highly rated. The community amenities that are not commonly provided at independent living facilities (fitness centers, physical therapy rooms, mini-movie theatres, and computer rooms) were rated as being less important by the respondent managers.

Table 21. Community Amenity Importance

	Independent	Congregate	CCRC	Assisted
Sidewalks/walking paths	**4.46**	4.17	**4.20**	**5.00**
Patios, gardens, or picnic areas	**4.06**	4.25	**4.33**	4.60
Central kitchen	2.87	**5.00**	4.33	4.33
Central dining area	3.34	**5.00**	3.67	**4.50**
Common laundry facility	**4.12**	4.45	**4.20**	4.33
Beauty salon	3.14	**5.00**	3.50	**5.00**
Community bus or other transportation service	**4.74**	**4.82**	3.00	4.33
Fitness center	2.36	3.29	3.80	3.00
Clubs & activities (gardening, sewing, arts and crafts etc.)	**4.00**	4.78	3.67	**5.00**
Physical therapy room	1.67	3.00	3.40	3.00
Library/reading room	3.39	**5.00**	3.50	3.67
Mini-movie theatre	2.07	4.33	2.00	3.00
Computer room or computer center	2.45	3.86	**4.00**	3.00

Most Important Community Amenities. The following is a summary of the top 5 most important amenities in each of the senior housing categories, as rated by the surveyed facility managers.

Independent Living	*Congregate*	*CCRC*	*Assisted Living*
• Community bus	• Central kitchen	• Patios/gardens	• Sidewalks/walking paths
• Sidewalks/walking paths	• Central dining area	• Central kitchen	• Beauty salon
• Common laundry	• Beauty salon	• Sidewalks/walking paths	• Clubs & activities
• Patios/gardens	• Library/reading room	• Common laundry	• Patios/gardens
• Clubs & activities	• Community bus	• Computer room	• Central dining area

SUPPORT SERVICES

Support Services – Availability and Importance. Support services assist residents with daily tasks or activities of daily living. These services can be discretionary convenience services, or necessary for the senior depending on their level of independence. Independent living facilities by definition allow seniors to live independently, but some independent living facilities do offer some support services.   These services are most often available for a per-service fee rather than a flat monthly fee. Where monthly prices were reported for meal service, the prices fall within the $50-$150 range.

Table 22. Support Service Availability

	Included in Base Rent				Available for Additional Fee				Total Availability			
	Independent	Congregate	CCRC	Assisted	Independent	Congregate	CCRC	Assisted	Independent	Congregate	CCRC	Assisted
Meal Service (All)	10%	38%	75%	100%	28%	92%	29%	25%	38%	100%	100%	100%
1 meal/day	*7%*	*23%*	*0%*	*13%*	*25%*	*31%*	*14%*	*13%*	*32%*	*54%*	*14%*	*25%*
2 meals/day	*0%*	*8%*	*0%*	*13%*	*2%*	*54%*	*14%*	*0%*	*2%*	*62%*	*14%*	*13%*
3 meals/day	*3%*	*8%*	*71%*	*75%*	*2%*	*8%*	*0%*	*13%*	*5%*	*15%*	*71%*	*88%*
Housekeeping	3%	15%	71%	75%	10%	15%	0%	25%	13%	31%	71%	100%
Laundry	7%	0%	57%	63%	17%	92%	14%	13%	23%	92%	71%	75%
Medical management	7%	0%	57%	75%	5%	69%	29%	25%	12%	69%	86%	100%
Support with activities of daily living	3%	8%	71%	75%	7%	54%	14%	25%	10%	62%	86%	100%
Wellness nurse/services	12%	15%	71%	63%	5%	62%	0%	25%	17%	77%	71%	88%
24-hour on-site management	32%	31%	43%	100%	0%	8%	0%	0%	32%	38%	43%	100%
Other (please specify)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Other Support Services Offered by Facilities: No other support services were identified by the respondent facility managers.

Table 23 shows the importance placed on each support service by respondent facility managers. In general, support services are not seen as particularly important for independent living facilities.

Table 23. Support Service Importance

	Independent	Congregate	CCRC	Assisted
Meal service (1 meal per day)	2.57	**5.00**	1.00	3.00
Meal service (2 meals per day)	2.00	4.33	1.67	1.67
Meal service (3 meals per day)	2.20	**5.00**	**4.00**	**5.00**
Housekeeping	1.92	4.33	**3.50**	**5.00**
Laundry	2.89	3.67	3.00	4.00
Medical management	1.88	**5.00**	**3.80**	**5.00**
Support with activities of daily living	1.90	3.80	**3.67**	**4.67**
Wellness nurse/services	2.37	**4.60**	3.40	4.50
24-hour on-site management	**3.30**	**4.60**	3.40	**5.00**

Most Important Support Services. The following is a summary of the top 5 most important support services in each of the senior housing categories, as rated by the surveyed facility managers.

Independent Living	*Congregate*	*CCRC*	*Assisted*
• 24-hour on-site mgmt.	• Meal service • Wellness services • 24-hour on-site mgmt.	• Meal service • Medical management • Support w/ADL • Housekeeping	• Meal service • Housekeeping • Medical management • 24-hour on-site mgmt. • Support w/ADL

NEIGHBORHOOD AMENITIES

Neighborhood Amenities – Availability and Importance. Neighborhood amenities are amenities, services, and features of the area in which a senior housing facility is located. The availability of these amenities and services can increase the value and desirability of a senior housing facility. Managers reported in Table 24 that access to grocery stores, pharmacies, hospitals, and medical services were very important, as well as access to churches or other places of worship, restaurants, and other retail service. Access to libraries and coffee shops are desirable, but not necessarily important. Access to golf is not important.

Table 24. Neighborhood Amenity Importance

	Independent	Congregate	CCRC	Assisted
Grocery store	**4.86**	**4.83**	2.60	3.00
Pharmacy	**4.91**	**4.78**	**4.00**	**4.33**
Other retail services	3.97	**4.33**	2.20	**4.00**
Churches/places of worship	**4.16**	3.80	**3.80**	**4.50**
Restaurant(s)	3.97	3.89	2.20	2.33
Coffee shop(s)	2.38	3.57	2.00	2.00
Medical services (doctor's offices, etc.)	**4.80**	**4.71**	**4.00**	**4.00**
Hospital	**4.86**	**4.64**	**4.33**	**4.33**
Golf	1.28	1.75	1.40	1.29
Library	2.79	2.33	2.20	2.60

Most Important Amenities. The following is a summary of the top 5 most important amenities in each of the senior housing categories, as rated by the surveyed facility managers.

Independent Living	Congregate	CCRC	Assisted
• Pharmacy	• Grocery store	• Hospital	• Churches/places of worship
• Grocery store	• Pharmacy	• Pharmacy	• Pharmacy
• Hospital	• Medical services	• Medical services	• Hospital
• Medical services	• Hospital	• Churches/places of worship	• Other retail services
• Churches/places of worship	• Other retail services		• Medical services

REASONS FOR DEPARTURE

Reasons Tenants Leave Senior Housing Facilities. Respondent facility managers were asked to report on common reasons that residents depart their facility. Table 25 presents the results.

Table 25. Reasons Tenants Leave Senior Housing Facilities

	Independent	Congregate	CCRC	Assisted
Moving in with family	45%	62%	57%	50%
Moving into long term care facility	78%	92%	71%	75%
Resident needs exceed services provided on site	50%	54%	43%	38%
Resident needs more accessible features	3%	15%	29%	13%
Facility cost exceeds resident's ability to pay	13%	8%	0%	63%
Death of Tenant	87%	92%	71%	88%

Reasons for Departure

- Death of Tenant. The death of tenant is the most common reason for departure at all facility types. Across facility types, residents leave due to death at similar rates. Upon first reflection it may seem anomalous that independent living residents should depart due to death at similar rates as assisted living facilities. A potential explanation for this could be that most independent living facilities have a strong income-restricted component, and that these lower-income seniors cannot afford to move to facilities with higher care levels. Thus, these residents may age-in-place at an independent living facility.

- Long-Term Care. Moving into a long term care facility is the second most common reason residents leave.

Average Length of Stay. Table 26 presents the average length of stay at senior housing facilities.

Table 26. Average Length of Stay

	Independent	Congregate	CCRC	Assisted
Average Number of Years	6.5	7.8	7.0	2.9

Length of Stay

- Facilities of Choice. Independent, congregate and CCRC facilities have similar lengths of stay – approximately 7 years. This indicates that these types of facilities appeal to relatively healthy seniors who are making a discretionary housing decision based in at greater or equal measure on choice.

- Facilities of Need. Residents of assisted living facilities, who have acuity limitations and require assistance with ADLs, have an average length of stay of 2.9 years. This supports the idea that residents move to assisted living facilities due to need and diminished capacity, meaning that more frail senior residents with lower remaining live expectancies move to assisted facilities.

Service Coordinator Services. Facility managers were asked about service coordinators at their facilities. Service coordinators link seniors with support services to allow them to live independently, and may also provide assistance with Medicare and Social Security benefits. Service coordinators are important because they allow seniors to live independently for longer periods of time. Table 27 presents the results.

Table 27. Service Coordinator Services

	Independent	Congregate	CCRC	Assisted
Facilities With On-Site Service Coordinator	30%	38%	43%	75%
Service Coordinator				
Part Time	8%	8%	14%	38%
Full Time	22%	31%	29%	38%
Service Coordinator:				
Provided In-House by Facility	18%	15%	29%	75%
Provided by Outside Agency	12%	23%	14%	0%
Service coordinator cost Included in rent?	10%	0%	14%	50%

Service Coordinators

- Assisted Facilities. Service coordinators are most ubiquitous at assisted living facilities, which is logical given the greater assistance needs of residents at those facilities. Also, all respondent assisted living facilities provided the service coordinator in-house.

- Other Facilities. Approximately 40% of congregate and CCRC facilities offer service coordinators, while 30% of independent facilities offer service coordinators.

- Conclusions. Increasing the presence of service coordinators at independent living facilities may be a policy goal to help provide lower-income seniors with limited housing choice with greater access to support services that will allow them to gracefully age in place.