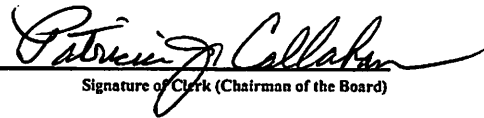


## KEY INDICATORS REPORT

Friends Association of Services for the Elderly dba Friends House

  
Signature of Clerk (Chairman of the Board)

Please attach an explanatory memo that summarizes significant trends or variances in the key operational indicators.

	2018	Audit 2019	Forecast					Preferred Trend Indicator
			2020	2021	2022	2023	2024	
<b>OPERATIONAL STATISTICS</b>								
1. Average Annual Occupancy by Site (%)	91.80%	91.00%	94.40%	94.40%	94.40%	94.40%	94.40%	N/A
<b>MARGIN (PROFITABILITY) INDICATORS</b>								
2. Net Operating Margin (%)	3.14%	-8.39%	0.04%	0.64%	0.91%	1.19%	1.49%	↑
3. Net Operating Margin - Adjusted (%)	17.98%	12.56%	13.35%	15.59%	15.78%	15.89%	16.20%	↓
<b>LIQUIDITY INDICATORS</b>								
4. Unrestricted Cash and Investments (\$000)	\$3,044	\$2,855	\$2,381	\$3,150	\$4,044	\$5,034	\$6,070	↑
5. Days Cash on Hand (Unrestricted)	166	149	123	158	196	237	278	↑
<b>CAPITAL STRUCTURE INDICATORS</b>								
6. Deferred Revenue from Entrance Fees (\$000)	\$5,108	\$2,852	\$2,858	\$3,257	\$3,578	\$3,914	\$4,273	N/A
7. Net Annual E/F proceeds (\$000)	\$1,247	\$1,598	\$1,087	\$1,300	\$1,339	\$1,379	\$1,421	N/A
8. Unrestricted Net Assets (\$000)	\$476	\$591	\$1,159	\$1,773	\$2,429	\$3,126	\$3,866	N/A
9. Annual Capital Asset Expenditure (\$000)	\$439	\$221	\$766	\$500	\$520	\$541	\$562	N/A
10. Annual Debt Service Coverage Revenue Basis (x)	1.18	-17.67	2.44	0.92	2.84	N/A	N/A	↑
11. Annual Debt Service Coverage (x)	8.80	46.29	35.78	10.52	28.84	N/A	N/A	↑
12. Annual Debt Service/Revenue (%)	3.05%	2.08%	0.32%	0.40%	1.61%	0.59%	N/A	↓
13. Average Annual Effective Interest Rate (%)	7.07%	6.30%	3.00%	3.00%	N/A	N/A	N/A	↓
14. Unrestricted Cash & Investments/ Long-Term Debt (%)	1522.16%	1641.62%	4762.24%	N/A	N/A	N/A	N/A	↑
15. Average Age of Facility (years)	21.46	21.16	19.91	20.72	21.51	22.30	23.08	↓