

BUSINESS PLAN

Business Plan for Lenders

Dignity Communities (Lawrence Enterprise)

Next-Generation Senior Living Investment Opportunity

Financing Request: Startup Development Capital

Location: Charlotte, North Carolina Market

Executive Summary

Company: Dignity Communities (Lawrence Enterprise, LLC)

Founded: 2024/2025

Legal Structure: SEC-Registered Investment Entity

Founder: Alexis Nadea Voyd, LPN - Former Director of Clinical Operations, NYC Domestic Violence

Industry: Senior Living / Healthcare Real Estate

Market: Charlotte, NC Metropolitan Statistical Area (MSA)

The Opportunity:

Dignity Communities offers an investment opportunity to finance a clinically-integrated senior living platform targeting Charlotte's underserved luxury senior housing market. The company blends real estate development with healthcare operations, led by a licensed practical nurse with over a decade of experience in acute care.

Financing Request:

The request is for construction and development financing for Phase I of a boutique conversion project, paving the way to stabilization and refinancing.

Thesis:

Charlotte is projected to face a **3,400+ unit shortage** in senior housing by 2030, with the luxury segment occupancy at **92%**. This shortfall, coupled with the ongoing demographic

shift of 10,000 Baby Boomers turning 65 daily, presents a lucrative opportunity with significant downside protection.

I. Company Overview

Mission

To restore dignity to aging through medically-informed senior living environments that integrate boutique hospitality with clinical excellence.

Founder Credentials

Alexis Nadea Voyd, LPN brings significant operational credibility:

- Over **10 years** of acute care expertise integrated into asset management
- Former Director of Clinical Operations in NYC's domestic violence sector
- Innovated integrated care models that reduced hospital readmissions by **34%**
- **Registered LPN** (Licensed Practical Nurse)

Lender Note: Healthcare-led real estate models have demonstrated a 40% reduction in emergency transfer rates, thereby lowering liability and insurance costs while enhancing NOI stability.

Regulatory Standing

- SEC Registered (investment entity compliance)
 - Member of the Charlotte Chamber of Commerce
 - Affiliated with the NC Real Estate Commission
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II. Market Analysis & Opportunity

Charlotte Market Fundamentals

Metric	Data Point	Source
Senior Housing Supply Gap (2030)	3,400+ units	Charlotte Regional Business Alliance
Luxury Segment Occupancy	92%	NIC MAP Data Service
Senior Housing vs REIT Performance	+10.6% outperformance	NCREIF Senior Housing Index (2026 YTD)
Charlotte Population Growth	3% annually	Mecklenburg Times
Median Home Price	\$420,000	Carolina Buyers Agent

National Tailwinds

- **Demographics:** 10,000 Baby Boomers turn 65 daily; senior housing occupancy reached **88.7%** nationally in Q3 2025, marking 17 consecutive quarters of growth.
- **Supply Constraint:** For every 27 units occupied, only 10 are being built, with construction starts at historic lows.
- **Southeast Growth:** North Carolina is among the top Sun Belt destinations for retirees due to tax benefits, a mild climate, and a lower cost of living.

Target Submarkets

1. **South End** - Urban walkability and healthcare access
2. **Ballantyne** - Affluent suburban growth corridor
3. **Myers Park** - Established luxury demographic

III. Business Model & Revenue Strategy

Three-Phase Value Creation

Phase 1: Asset Acquisition (Months 0-3)

- Target underperforming assets: hotels, multifamily, or outdated senior facilities
- Acquisition criteria: 40+ units with private bathrooms in Charlotte growth corridors
- Capital deployment: 20-30% below replacement cost

Phase 2: Boutique Conversion (Months 4-18)

- A 12-24 month luxury renovation timeline with medical-grade infrastructure integration

- Collaboration with Charlotte-based architects
- Cost efficiency: Conversions are 30-40% faster to market than ground-up projects

Phase 3: Resident-First Operations (Month 19+)

- 24/7 RN oversight using a concierge care model
- Embedded clinical team led by LPNs
- Target: 85% stabilized occupancy
- Revenue optimization: Premium pricing for clinically-integrated care

Revenue Streams

1. **Monthly Resident Fees:** Independent Living (\$4,500-\$6,500), Assisted Living (\$6,000-\$9,000)
2. **Care Services:** À la carte clinical services (medication management, wellness programs)
3. **Ancillary Revenue:** Partnerships with pharmacies, transportation services, and concierge offerings

Competitive Positioning

Feature	Traditional Senior Living	Dignity Communities
Clinical Leadership	Admin-focused	LPN-led operations
Emergency Response	Reactive	Predictive (40% reduction in transfers)
Care Model	Standardized	Medically-informed environments
Staffing	High turnover	Clinical career pathways

IV. Financial Projections & Lender Metrics

Projected Returns (Conservative)

Metric	Projection	Industry Benchmark
Internal Rate of Return (IRR)	18-22%	15-18%
Equity Multiple	2.4x	1.8-2.0x
Cash-on-Cash Return	12-14% annually	8-10%
Hold Period	5 years	5-7 years

Phase I Capital Structure (Illustrative)

Source	Amount	Terms
Senior Construction Debt	\$8M-12M	60-65% LTC, 250-325 bps over index
Preferred Equity	\$3M-5M	12-15% preferred return
Sponsor Equity	\$2M-3M	10-20% of total equity
Total Project Cost	\$13M-20M	

Note: Construction financing is easing in 2025 for promising borrowers and projects with clear profitability paths.

Debt Service Coverage Ratio (DSCR) Projections

- **Year 1 (Lease-up):** 1.0x-1.2x (interest-only period)
- **Year 2 (Stabilization):** 1.3x-1.5x
- **Year 3+ (Mature):** 1.5x-1.8x

Exit Strategies

1. **Refinance:** Cash-out refinance at 75% LTV upon stabilization (Month 24-30)
2. **Portfolio Sale:** Sale to REIT or institutional buyer at a 4.75%-5.25% cap rate
3. **Platform Roll-up:** Merge with a larger operator at a premium valuation

V. Risk Analysis & Mitigation

Market Risks

Risk	Mitigation	Evidence
Oversupply	Focus on supply-constrained luxury segment; 3,400-unit shortage documented	Charlotte Regional Business Alliance
Interest Rate Volatility	Use fixed-rate construction debt; apply rate caps on permanent financing	Fed rates stabilizing at 6.5%
Occupancy Risk	Clinical differentiation drives 92% segment occupancy and pre-leasing strategy	NIC MAP Data

Operational Risks

Risk	Mitigation
Clinical Compliance	Founder LPN credentials with a 34% readmission reduction track record
Staffing Shortages	LPN-led model fosters career advancement pathways and offers competitive wages
Construction Delays	Conversion strategy (vs ground-up) reduces timeline risk by 30-40%

Financial Risks

Risk	Mitigation
Cost Overruns	Use fixed-price contracts and maintain a 10% contingency reserve
Lease-up Risk	Leverage clinical reputation for referrals and partnership with hospital discharge planners
Refinance Risk	Stabilized occupancy targets (85%) align with agency lending requirements

VI. Management Team & Operational Excellence

Leadership

- **Alexis Nadea Voyd, LPN** - Founder & Chief Operating Officer
 - Expertise in clinical operations reduces insurance and liability costs
 - Established network within Charlotte's healthcare ecosystem (Atrium Health, Novant Health)

Important Note for Lenders: Alexis is a Licensed Practical Nurse but not a licensed real estate professional. The company should collaborate with licensed NC real estate brokers for property acquisition and engage a licensed real estate principal for activities requiring licensure.

Advisory Board (Planned)

- Real estate development expertise (Charlotte-based, licensed)
- Healthcare regulatory compliance
- Senior living operations
- Capital markets/finance

Key Partnerships

- Charlotte-based architectural firms (design)
- Regional healthcare systems (referral pipelines)
- Senior living technology providers (EHR, predictive analytics)
- Licensed NC real estate professionals (acquisitions)

VII. Use of Funds & Milestones

Phase I Development Budget (Illustrative)

Category	Allocation	Timeline
Property Acquisition	35%	Month 0-2
Construction/Renovation	45%	Month 3-15
FF&E & Medical Equipment	10%	Month 12-18
Working Capital/Reserves	10%	Ongoing

Key Milestones

- **Month 3:** Site acquisition closing
- **Month 6:** Construction commencement
- **Month 12:** 50% construction completion
- **Month 18:** Certificate of Occupancy
- **Month 24:** 85% stabilized occupancy
- **Month 30:** Refinance or sale preparation

VIII. Lender Protections & Structure

Recommended Security Package

1. **First Mortgage** on real property (60-65% LTC)
2. **Assignment of Rents** and leases
3. **Personal Guaranty** (limited, burn-down upon stabilization)
4. **Completion Guaranty** during the construction period
5. **Key Person Insurance** on founder (Alexis Nadea Voyd)

Financial Covenants

- Minimum DSCR: 1.25x (post-stabilization)
- Maximum Loan-to-Value: 75% (upon conversion to permanent)
- Debt Yield: Minimum 8.5%
- Occupancy Trigger: Pre-leasing requirements before final draw

Reporting Requirements

- Monthly construction draws with inspection reports
- Quarterly financial statements (audited annually)
- Monthly occupancy and rent roll reports
- Annual business plan updates

IX. Comparable Transactions & Validation

Charlotte Senior Living Comps

- Recent trades: \$180,000-\$250,000 per unit (stabilized assets)
- Cap rate compression: 25-50 basis points annually in supply-constrained markets
- Value-add premiums: 15-20% for clinically-integrated operations

National Precedents

- Hotel-to-senior conversions achieving 50-80% RevPOR (Revenue Per Occupied Room) increases
 - Southeast conversions 30-40% faster to market than ground-up projects
 - LPN-led models demonstrating a 40% reduction in emergency transfers
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X. Investment Thesis Summary

Why Lend to Dignity Communities?

1. **Market Timing:** Charlotte's 3,400-unit shortage aligns with record national occupancy (88.7%) and limited new supply.
 2. **Differentiated Operator:** LPN-led model reduces clinical risk and insurance costs while commanding premium rents.
 3. **Asset-Backed Security:** Real property collateral in appreciating Charlotte submarkets.
 4. **Experienced Founder:** Over 10 years of clinical operations with measurable outcomes (34% readmission reduction).
 5. **Multiple Exit Paths:** Options include refinance, sale, or platform consolidation.
 6. **Regulatory Compliance:** SEC-registered and chamber-affiliated.
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Appendices

- A. Founder Resume & LPN License Verification
 - B. Letters of Intent from Healthcare Referral Partners
 - C. Phase I Site Selection Criteria & Pipeline
 - D. Pro Forma Financial Statements (5-Year)
 - E. Market Study: Charlotte Senior Living Demand Analysis
 - F. Comparable Sales & Lease Transactions
 - G. Construction Budget & Timeline
 - H. Environmental Phase I Reports (upon site selection)
 - I. Title Commitment & Survey (upon site selection)
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Contact Information:

Dignity Communities (Lawrence Enterprise)

Website: <https://lawrenceenterprise.org>

Investor Relations: [Contact via website]

Charlotte, NC

Disclaimer: This business plan is for illustrative purposes based on publicly available information from lawrenceenterprise.org and market research. All projections are forward-looking and subject to market conditions. Lenders should conduct independent due diligence. Alexis Nadea Voyd is a Licensed Practical Nurse (LPN), not a licensed real estate professional. Real estate transactions should be conducted through appropriately licensed NC real estate brokers.