

**MINUTES OF THE
ASBURY ATLANTIC, INC.
MEETING OF THE BOARD OF DIRECTORS**

February 5, 2025

Asbury Atlantic, Inc. is a not-for-profit, tax-exempt corporation. Our charitable purpose is to create services for older adults that enhance the value of the entire span of life. The Asbury organization provides housing, healthcare, and other services to residents of its continuing care retirement communities, with a sense of financial security through our benevolent care program. Our charitable purpose and faith-based heritage guide our decisions and direction as we serve our residents and future generations of seniors. Asbury also reaches out to individuals and other organizations serving older adults in the communities in which its communities exist.

MEETING ATTENDEES

Board of Directors, attending		
Richard Shuman	Barbara Harbison	Mariana Matus (Virtual)
Veronica Hill-Melbourne		
Board of Directors, absent		
Efonda Sproles, Chair		
Staff		
Todd Andrews, President, Community Living	Terra Bennett, Administrative Services Manager for minutes	
Bri Stewart, SVP of Sales and Brand	Andrew Jeanneret, CFO	
Brian Grundusky, ED Bethany Village (BV)	Kim Ehrenfried, Comptroller	
Kelly Friedman, ED Asbury Solomons (AS)	Michele Potter, ED Asbury Methodist Village (AMV) (Virtual)	
Aaron Praetzel, ED Springhill (SH) (Virtual)		

Note: The meeting was held in person and virtually.

ITEM: CALL TO ORDER: (10 minutes)

The meeting of the Board of Directors of Asbury Atlantic, Inc. ("Atlantic") was called to order by Mr. Shuman at approximately 4:15 p.m. and then Mr. Shuman shared a few scriptures and a prayer. After introducing new directors, Mr. Shuman referred to the agenda and consent resolution in the Board Packet for February 5, 2025, Asbury Atlantic, Inc. Board of Directors meeting ("Board Packet") and asked for a motion to approve.

The following motions were made, duly seconded, and approved.

IT IS HEREBY RESOLVED that the following be, and they are hereby, adopted, ratified, and/or approved as applicable:

1. Set Agenda. The agenda for the February 5, 2025, Board of Directors meeting as it appears in the Board Packet.

2. Approval of Minutes. *The minutes for the December 4, 2024, Meeting of the Board of Directors as they appear in the Board Packet.*

ITEM: FINANCIAL REVIEW: (20 minutes)

Ms. Ehrenfried discussed 2024's fourth-quarter preliminary results, noting she would share final audited results at the next meeting. She shared some highlights when reviewing the Income Statement, including the following:

- All Communities had an Operating Ratio favorable to budget
- Asbury Atlantic Operating Ratio is 93.0% compared to a budget of 95.0%, equating to a favorable variance of \$3.3M
- Asbury Atlantic Operating Revenue is unfavorable to budget by approximately \$400k
- Combined Atlantic Labor costs including contract labor are favorable to budget by approximately \$800k
- Most expense categories are favorable to budget.

When reviewing occupancy, Ms. Ehrenfried provided the following information for the year:
(Combined for all levels of Care)

- Asbury Methodist Village (AMV): 82.2% actual versus a budget of 85.6%
- Asbury Solomons (AS): 93.4% actual versus a budget of 93.1%
- Bethany Village (BV) 95.6% actual versus a budget of 95.2%
- Springhill (SH) 91.3% actual versus a budget of 94.2%

Finally, Ms. Ehrenfried discussed that Net Cash Entrance Fees are approximately \$600K favorable to budget in total. The financial review concluded with a discussion about Promissory Notes offered in certain prospective resident situations and the next steps and timeline to the year-end audit process.

ITEM: OPERATIONS REVIEW: (30 minutes)

Mr. Andrews invited the Executive Directors to introduce themselves to new Directors.

Then, Mr. Grundusky began the operations review by sharing the following star ratings:

- AMV – 5 stars
- AS – 5 Stars
- BV – 4 Stars
- SH – 5 Stars

Mr. Grundusky and Ms. Friedman discussed their communities' star ratings, highlighting their teams' areas of focus, including rehospitalizations at both campuses, and monthly Quality Assurance and Performance Improvement (QAPI) meetings. A discussion ensued related to how the star rating is established.

Mr. Andrews provided the following updates about the Strategic Blueprint:

Goal 1: Operating Ratio Achieved

- The target is a 95.0% Operating Ratio, and the actual is 93.0%

Goal 2: Associate Turnover Rate Achieved (for Atlantic communities)

- As of 12/31/24: 34.39% (Atlantic)- 35.5% (Goal)

Goal 3: Resident Satisfaction

- Survey complete – Aggregated results for all communities did not achieve the level of 2023 survey. Action Plans are in place and communicated to residents.

Mr. Andrews then discussed where the operations team is focused for 2025:

- Launching a new system-wide cognitive impairment program.
- Implementing a new electronic tracking program for all well-being programs and activities
- Opening a new Brain Health Center at Springhill
- On going “Listening Circles” conducted by Community Executive Leadership to hear resident feedback about:
 - Evolving amenities and programs
 - Developing a system-wide Resident Council
 - Advancing the relationship with Aramark, the new dining services partner that began in December

Finally, Mr. Andrews discussed capital projects and provided status updates. Mr. Andrews also delved further into the infrastructure study underway at all Atlantic communities, including expectations to complete all on-site visits by May to inform a plan.

ITEM: OCCUPANCY REVIEW: (15 minutes)

Ms. Stewart discussed that occupancy is positively trending in all communities. She identified opportunities with AMV’s residential living occupancy and shared the tactics the sales leaders and team have employed, including:

- Targeted Marketing Campaigns and incentives
- Nurturing Waitlists
- Accelerating Conversions
- Keeping Team Motivated
- Elevate Brand through Technology: Asbury Smart Living with AgeTech Collaborative (AARP)

Next, Ms. Stewart discussed elevating their online presence with Google Ad Campaigns, Enhanced Google Business Listings, Asbury’s Social Media Strategy, and leveraging Dash Media to enhance brand storytelling.

Lastly, Ms. Stewart discussed how Key Performance Indicators (KPIs) are measured.

ITEM: 2025 LEGISLATIVE UPDATE: MD AND PA (15 minutes)

Mr. Andrews discussed updates to legislation in both Maryland and Pennsylvania, including several developing legislative proposals. It is expected that some changes to current practice and requirements to occur. Legislative sessions will conclude later this Spring, and updates provided as time move forward. Largest impactful legislation involves the mandate of non-auditory cameras and data savings in public areas (MD) and resident rooms (PA)

ITEM: ADJOURNMENT

The meeting was adjourned at approximately 5:47 p.m.

Todd Andrews, President Community Living Division