

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

December 3, 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		
Efonda Sproles, Chair	Barbara Harbison	Mariana Matus
Richard Shuman	Veronica Hill-Milbourne	Raymond Pepe
Board of Directors, absent		
Staff		
Todd Andrews, President, Community Living	Terra Bennett, Admin. Services Manager for minutes	
Doug Leidig, President & CEO	Mike Bartoszek, CHRO	
Brian Grundusky, ED Bethany Village (BV)	Kim Ehrenfried, Comptroller	
Aaron Praetzel, ED Springhill (SH)	Michele Potter, ED Asbury Methodist Village (AMV)	
Kelly Friedman, ED Asbury Solomons (AS)	Michelle Curnow, SVP of Sales & Brand	
Andrew Joseph, General Counsel	Erica Papuchis, VP Financial Planning & Analysis	
Andrew Jeanneret, CFO		

Note: The meeting was held virtually.

ITEM: CALL TO ORDER: (5 minutes)

The meeting of the Board of Directors of Asbury Atlantic, Inc. (“Atlantic”) was called to order by Mr. Sproles at approximately 4:16 p.m., with Mr. Praetzel providing prayer.

Then, Mr. Sproles referred to the agenda and consent resolution in the Board Packet for the December 3, 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 December 3, 2025, Board of Directors meeting as it appears in the Board Packet.
2. *Approval of Minutes.* The minutes for the October 29, 2025, Meeting of the Board of Directors as they appear in the Board Packet.

ITEM: ATLANTIC RESOLUTIONS: (15 minutes)

Mr. Joseph discussed a resolution related to IVA, Inc., OK, which allows communities to hold liquor licenses. The resolution proposes forming a new entity, Asbury Inc., MD, and merging IVA, Inc., OK, into IVA, MD Inc., MD. The board discussed and asked questions about the merger.

Action: A motion to approve the resolutions was duly seconded and unanimously approved.

ITEM: MISSION MOMENT (5 Minutes)

Ms. Friedman recounted a fire within Asbury Solomons during which residents and associates responded swiftly and collaboratively, ensuring no injuries and limiting damage.

ITEM: 2026 BUDGET REVIEW: (10 minutes)

Mr. Andrews introduced Ms. Papuchis, Vice President of Financial Planning and Analysis, who presented the budget assumptions, noting that establishing occupancy pay mix and rate increases serves as the foundation of the budget process. She proceeded to explain how the cost of labor is used to develop targets. She highlighted that 2025 occupancy is strong at just under 90% and reported that resident rate increases will range from three to five percent, and associate increases will be three percent.

Next, she reviewed Operating Statements, stating that all communities are under their Operating Ratios and further explained that Operating Ratios for 2026 are projected to be slightly higher than those for 2025, primarily due to the absence of government funding and health insurance fav.

The Board engaged in discussion regarding:

- Occupancy at the Heritage Buildings at AMV
- Resident rate increases
- Operating Ratio at Springhill
- Expense Assumptions

ITEM: OPERATIONS AND OCCUPANCY REVIEW: (15 minutes)

Mr. Andrews began the operations review by sharing the following star ratings:

- AMV – 5 Stars
- AS – 5 Stars

- BV – 4 Stars
- SH – 5 Stars

Then, he noted that Bethany Village is expected to return to five stars.

Next, Mr. Andrews shared areas of focus during the third quarter:

- Dining satisfaction improvements and novel offers
- Completion of the 2026 budget for both revenue and expenses
- Transition to the new UKG platform
- Enhancing opportunities identified in resident focus groups

The board discussed health care coverage plans for Asbury associates. Then, Mr. Andrews provided the following updates about the Strategic Blueprint:

Goal 1: Operating Ratio Achieved

- The target is 94.2% Operating Ratio, and the actual is 89.3%. (From 3rd Quarter)

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

- As of 10/30/25: 22.46%

Goal 3: Resident Satisfaction

- Complete – working on Action Plans

Goal 4: Infrastructure Studies

- Completed as of May 2025 for 5 Communities

ITEM: ATLANTIC ALTERNATE MEMBER PROCESS UPDATE

Mr. Andrews provided an update, sharing the process of selecting the Alternate member per the new legislation. The resident council chairs at both communities were asked to create a nomination process and put 2 potential candidates forward for Board consideration. Mr. Andrews, Mr. Sproles, and Mr. Shuman will meet with those residents who were nominated before the end of the year.

ITEM: EDUCATION: WHAT OPPORTUNITIES EXIST FOR ATLANTIC COMMUNITIES IN TERMS OF WORKFORCE DEVELOPMENT: (10 minutes)

Mr. Andrews began the discussion with areas that Asbury is already addressing for associates, such as:

- 360 reviews for community leadership
- Succession planning
- Community level talent review
- Belonging training and development
- Career laddering
- Educational incentives

The board began its discussion with a commitment from leadership to keep pushing forward,

especially with Belonging, HR, and the AI Committee. Mr. Andrews then discussed the importance of retention, not only for first-year associates, but also for associates who have been employed for several years. Mr. Bartoszek then discussed how to leverage technology to improve speed to hire and find qualified associates.

The board then discussed ways to retain and recruit associates:

- Highlighting Asbury's Mission
- Relationships with associates
- Career structure- talking with associates about their path, certifications, scholarships, etc.
- Partnerships with academic institutions near the community
- Career Learning Paths
- Community and faith-based partnerships
- Technology, learning, and innovation
- Resident engagement
- Building equity towards service – a discounted price to live in a community
- Training programs for trade positions: electrician, HVAC, etc.
- More understanding of associate benefits and what HR means to the associate

ITEM: ADJOURNMENT

The meeting was adjourned at approximately 5:40 p.m.

Todd Andrews, President, Community Living Division