



Londonderry Village

BOARD OF DIRECTORS MEETING

March 5th, 2025

Stoneback Pavilion

8:30 AM

A G E N D A

Meeting Opening: 15 mins.

Welcome Steve Tilley, Chair

Opening Prayer Keith Wagner

Approve Minutes of February 5, 2025

Reports: 60 mins.

Financial Report Henry Brubaker

Operations Report Jennifer Ginder

President's Report

Update on Leadership Structure Alicia Titus

Proposed "Leffler Dilemma" Solution Alicia Titus/Leadership Team

Fox Run Update Alicia Titus/Leadership Team

Affiliation/Project Cocoa Steve Tilley/Alicia Titus

Committee Updates: 45 mins.

Strategic Planning Committee Wendie Di Matteo-Holsinger

Finance Committee Tom Shenk

Development Committee Dennis Gingrich

Resident Life & Health Committee Ray Flagg

Human Resources Committee Tom Kettering

Tour of Barteit Haven Jennifer Ginder/Francis Glynn 30 mins.

Next Meeting: April 2, 2025 8:30 am



Londonderry Village

Operations Report for Board of Director Meeting

March 5th, 2025

Nursing Care

Average Occupancy for February: 97.4%

CMS Nursing Home Care Compare data was updated on Feb. 11 to include the January quarterly refresh data. This website was initially included in the Trump Administration's freeze on external communications, preventing the January quarterly refresh that was scheduled to take place on Jan. 29. Recently the website was updated off-cycle as the Administration appears to be allowing some communications to resume. The next scheduled update will take place on Feb. 26, with the next quarterly refresh scheduled for April 30.

We are currently assessing options to provide quarterly comparisons with Non-Profit CCRCs on the Five Star Rating. Attached is a report from CHAPa that provides this information – it is from October; however

Personal Care

Average Occupancy for February: 100%

Personal Care annual Dept. of Health & Human Services Survey 2.7.25 resulted in 9 deficiencies

- Criminal background checks not completed for every volunteer
- Missing PC orientation for some volunteers
- Annual PC training was missing for some volunteers
- The exit door had a box & rollator in front of it
- Emergency Prep procedures not posted in public area
- Fire drills not properly documented
- White out used in fire drill record
- Nasal spray in med cart but the spray was discontinued
- Following MD med orders: Missing documentation of medication

Health Concerns

- GI Virus has been noted in all 3 levels throughout January and February. No current cases in healthcare. IL is still reporting cases.
- Covid 19 and flu was also noted in all 3 levels for January and February. No negative outcomes to any healthcare residents. No current cases in healthcare.

CMS Facility and Quality Data for CHAPA Facilities

1-Jan-25



	Brethren Village	Ranah Brethren Village	Fairmount Homes	Frederick Living	Garden Spot Village	Maple Farm	Landis Homes	Londontary Lebanon Valley	Dock Terrace	Souderton	Brookview HC	Chambers Pointe	Melrose Rehab	Peter Becker	Tel Hai	United Zion	Valley View	Community at Reddell	Lutheran Community at Tidford	CHA's Average	PA Average	National Average
Overall Star Rating	4.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	3.4	2.4	5.4	5.4	5.4	5.4	4.4	5.4	5.4	4.4	2.9	2.8
Health Inspection Star Rating	4.4	5.4	5.4	5.4	4.4	5.4	5.4	5.4	5.4	5.4	2.4	2.4	4.4	5.4	5.4	5.4	4.4	5.4	5.4	4.4	2.8	2.8
Staffing Star Rating	4.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	4.4	4.4	3.4	4.4	5.4	5.4	5.4	5.4	5.4	5.4	4.7	3.3	2.8
Quality Measure Star Rating	3.4	5.4	5.4	5.4	5.4	5.4	5.4	5.4	3.4	4.4	5.4	3.4	5.4	4.4	4.4	5.4	5.4	3.4	5.4	4.4	2.8	3.3
Health Inspection Deficiencies	0	0	0	0	2	0	0	1	0	4	7	8	7	0	0	2	8	0	1	2.0	10.7	9.6
Health Inspection Score Cycle 1	0	0	0	0	24	0	0	4	0	12	135	64	40	0	0	8	40	0	4			
Health Inspection Score Cycle 2	28	4	0	4	0	4	0	0	0	4	20	120	20	0	0	20	24	0	8			
Health Inspection Score Cycle 3	8	0	0	0	0	0	8	4	0	0	36	24	16	8	0	0	24	0	8			
Total Weighted Health Inspection Score	10.7	1.3	0.0	1.3	12.0	1.3	1.3	2.7	0.0	7.3	80.2	76.0	29.3	1.3	0.0	10.7	32.0	0.0	6.0	13.8	73.3	78.5
Staffing Rating																						
Adjusted RN Hours per resident per day	0.627	2.427	0.782	1.566	1.168	1.122	1.077	0.763	1.470	1.487	1.064	1.036	1.311	1.319	1.379	0.770	0.588	1.071	0.811	1.188	0.816	0.668
Adjusted Total Number of Nurse Staffing Hours per resident day	4.687	6.571	4.440	4.372	4.736	4.627	5.193	5.110	5.232	4.222	4.655	4.672	5.286	4.534	5.283	4.780	4.603	4.318	4.044	4.911	4.066	3.506
Adjusted Total Number of Nurse Staffing Hours per resident day (weekends)	4.363	6.376	3.975	4.029	3.861	4.112	4.686	4.687	4.767	3.783	4.054	4.140	4.739	4.150	4.500	4.114	4.109	4.367	3.671	4.408	3.594	3.433
Average Number of Residents (Based on MDS census)	112.1	12.9	96.9	31.4	67.5	39.7	99.3	63.5	59.3	64.6	53.4	48.8	37.9	52.5	83.1	56.6	109.1	52.6	73.5	62.3	101.2	83.4
Total Nursing Staff Turnover	28.5%	33.3%	26.4%	33.3%	34.1%	21.4%	26.4%	29.5%	27.0%	50.6%	100.0%	98.6%	100.0%	36.8%	23.6%	27.4%	39.4%	37.7%	41.0%	47.7%	48.4%	
RN Turnover	31.3%	12.5%	9.5%	14.3%	30.4%	21.4%	25.0%	25.0%	5.6%	48.1%	100.0%	100.0%	100.0%	28.6%	16.1%	40.0%	25.0%	35.3%	7.7%	35.6%	42.7%	45.1%
Administrator Turnover	0	0	0	1	0	0	1	0	3	0	1	2	1	0	0	0	0	0	0	0.5	0.7	0.6



President's Report March 2025

- The Barteit Haven passed the Certificate of Occupancy inspection on February 26th. Marketing has begun for the new area and we have had one applicant and a few inquiries already. We are planning an Open House for both resident and community members on March 12th from 1-3pm.
- We are continuing to analyze the site plan for phase 2 and 3 of Fox Run. The team recently met with Funk & Sons to discuss options to improve the results of the proforma, including increasing the number of housing units in these phases and reducing some higher cost building designs. Akens Engineering will review options for changes to existing plans, and once the financial proforma shows a better rate of return on the project, the new site plans will be referred to the Strategic Planning Committee for discussion and decision-making.
- The new Leadership Structure has been finalized including changes in job descriptions, wage impacts, and goals. I have met with all team members impacted by the change and have received positive feedback about the changes. I also presented the purpose of the change to the Department Head team and how these changes will allow for more focus to large strategic efforts and will support communication efforts moving forward.
- I continue to get assimilated to the community and have been participating in several groups and events including the Veterans Club, ILC Executive Meeting, was a guest on the Community Quiz Show, and visited Personal Care and Leffler residents. I have also met with leaders from APG, CHAPa, Cross Keys Village, Messiah Lifeways, and R.S. Mowery.
- The census information for Londonderry Village is listed below:

Londonderry Village Master Census

Updated: 3/3/25

Independent Living	Actual Number of Units Occupied	Number of Units Available	Percentage of Units Occupied	Number of Residents
100 Cottage Dr Apt - Ardley	37	42	88.1%	40
200 Cottage Dr Apt - Crofton	34	36	94.4%	36
100 Community Circle - Royer Garden	9	12	75.0%	11
200 Community Circle - Royer West	13	13	100.0%	18
300 Community Circle - Wayland Garden	21	22	95.5%	24
Wheaton	34	36	94.4%	47
Kettering Court Cottages - Alcott	2	14	14.3%	2
Cottage Court - Carlton	22	23	95.7%	29
Duplexes - Hamlin & Livingston	168	175	96.0%	259
Fox Run - Homes	11	11	100.0%	18
Fox Run - Villa Apt.	9	12	75.0%	14
Independent Living Totals:	360	396	90.9%	498
Personal Care	Number of Beds	Number of Beds Available	Budgeted Number of Beds Occupied	Number of Residents
Personal Care	39	38	102.6%	39
Barteit Haven	0	0		
Personal Care Totals:	39	38	102.6%	39
Nursing Care	Number of Beds	Number of Beds Available	Budgeted Number of Units Occupied	Number of Residents
Green Houses	39	40	97.5%	39
Leffler Care	28	33	84.8%	28
Nursing Care Totals:	67	73	91.8%	67
				604

Proposed Plan to Support Future Nursing Care Needs of Londonderry Village

"The Leffler Dilemma"

February 2025



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Goals and Objectives – Leffler Dilemma Solution

- Operate all available inventory on campus while developing long term master plan
- Reopen Green Houses to support the health care needs of our residents
- Renovate or demolish aged Leffler building
- Renovate current Personal Care building to a more modern home-like design
- Enhance our skilled nursing care service offering by offering a unit dedicated to short term rehab
- Eliminate "unattractive" IL product from our inventory while increasing in-demand IL product through Fox Run phase II



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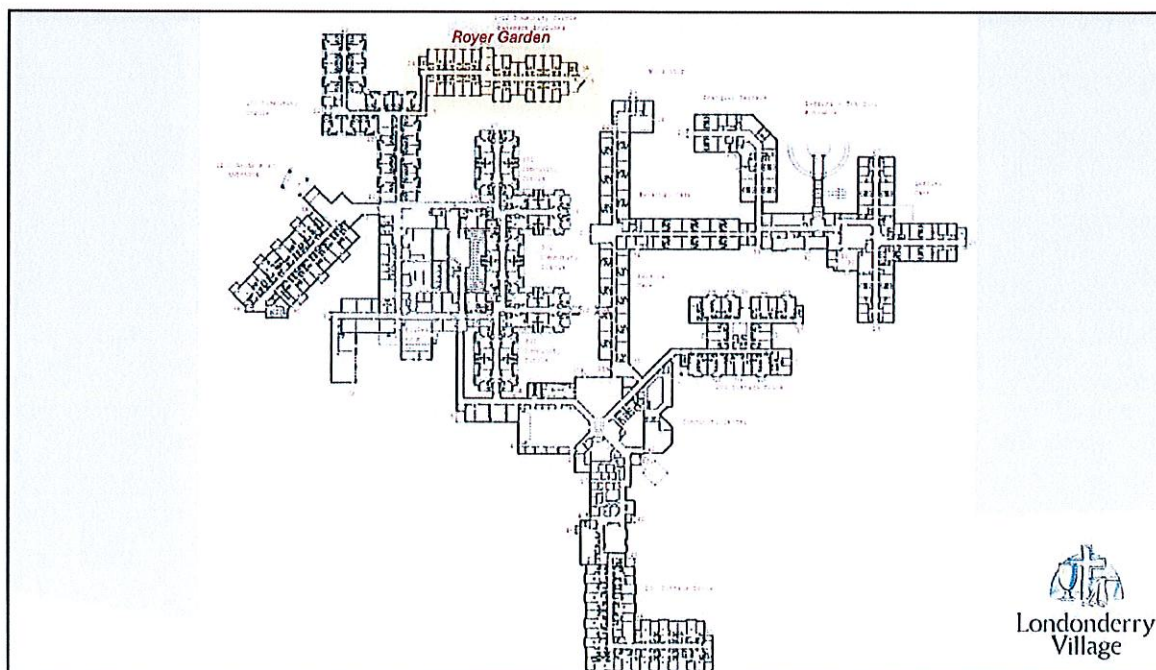
Step 1: Clear out Royer Garden

- Relocate current IL residents from the Royer Garden building (1-12 Community Circle) to currently available apartments
 - Total of 12 apartments; three are not occupied (but two are under contract)
 - Residents would be offered similar (or larger) accommodations in other apartment buildings on campus while maintaining their current fees
- This provides an opportunity to remove 13 units from our IL inventory that are slightly below market standards (small units, one bedrooms, narrow hallways, etc.) – 12 in Royer Garden and one adjacent
- We have experienced a higher number of turns recently, and therefore have the ability to relocate to open units including Kettering Court



Londonderry
Village

3



Londonderry
Village

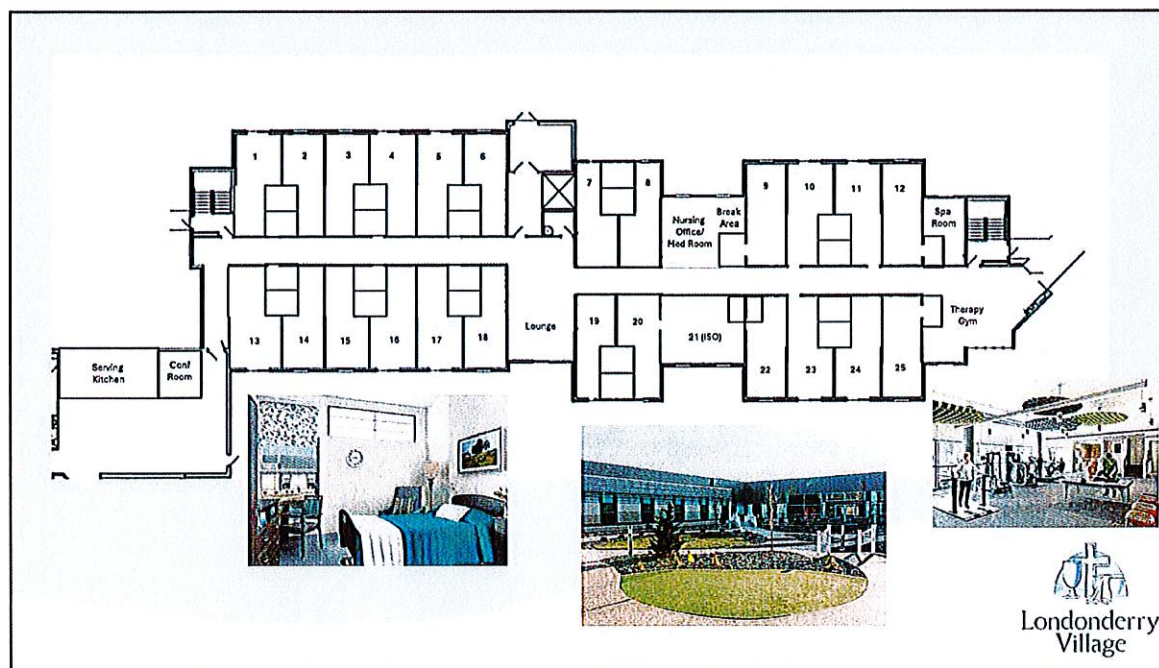
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Step 2: Convert Royer Garden to Short Term Rehabilitation Nursing Care Unit

- Renovate Royer Garden into a short term rehab nursing care unit
 - Optimal design would have at least 25 private rooms with private bathroom including a shower
 - Focus would be on short stay rehab residents both Londonderry Village residents as well as external admissions
 - Partnerships would be formed with area hospitals to support admissions and care
 - Penn State Health and Wellspan
 - Creation of a short term rehab unit gives us flexibility in operating our full amount of licensed beds more efficiently
 - Design and amenities would focus on a short stay Medicare consumer



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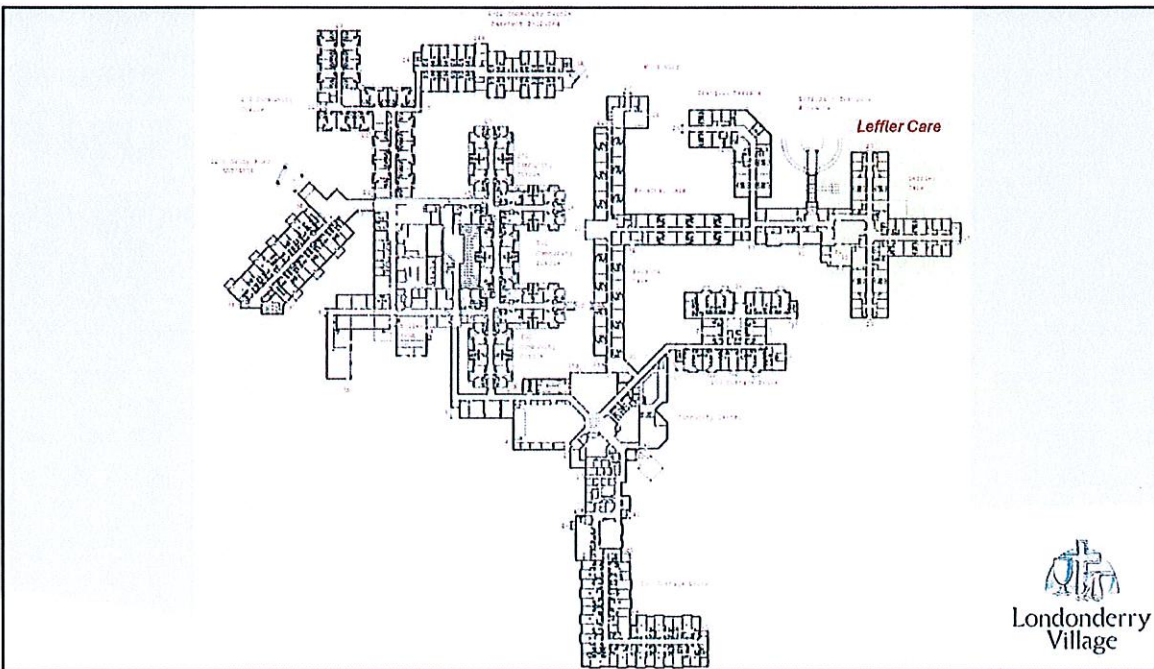
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Step 3: Relocate Leffler Residents to the Green Houses and the New STR Unit

- Relocate and bring online the two Green Houses; place the most appropriate residents from Leffler into these homes
- Relocate nursing residents who are currently rehabbing, or those with higher skilled care needs into the new STR unit
- Continue to fill the remaining beds in the new STR unit with external admissions
 - Admission process will be put into place to limit risk to Londonderry Village for these residents to remain long term and potentially transition to Medical Assistance



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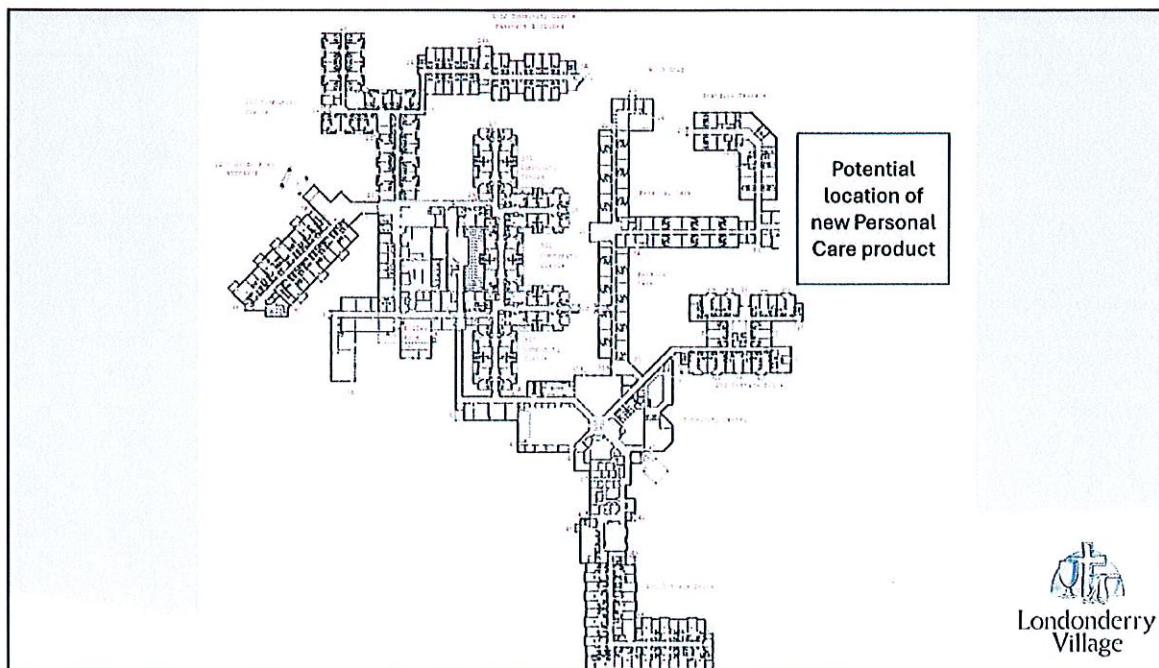
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Step 4: Replace Leffler with Optimal Personal Care Home Design

- Begin to limit Personal Care admissions into current PC level to allow for the transition of these residents to the new PC area
- Continue to operate Barteit Haven during construction and limit impact to operations
- The existing Leffler building is not in great condition, significant HVAC improvements would be needed and a replacement building may be most cost effective
- The design for the new Personal Care area is pending



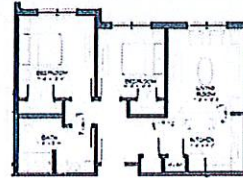
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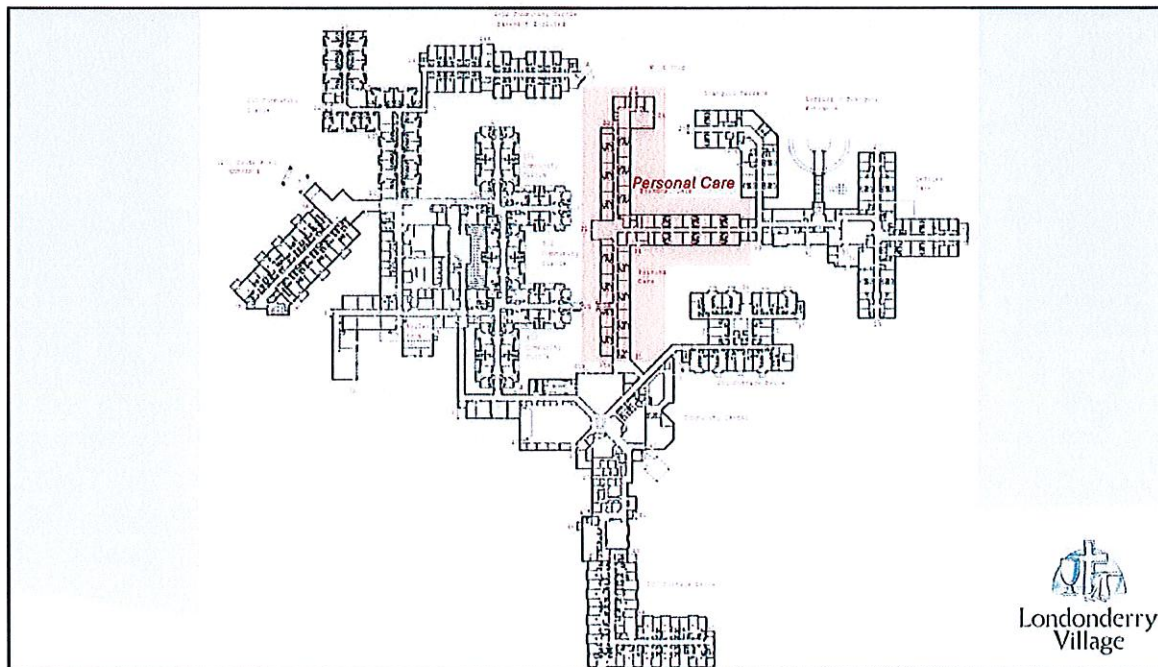
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Step 5: Open new Personal Care Home

- Construct a new Personal Care Home
- Open the new Personal Care Home and relocate residents from the existing Personal Care area into the new residences



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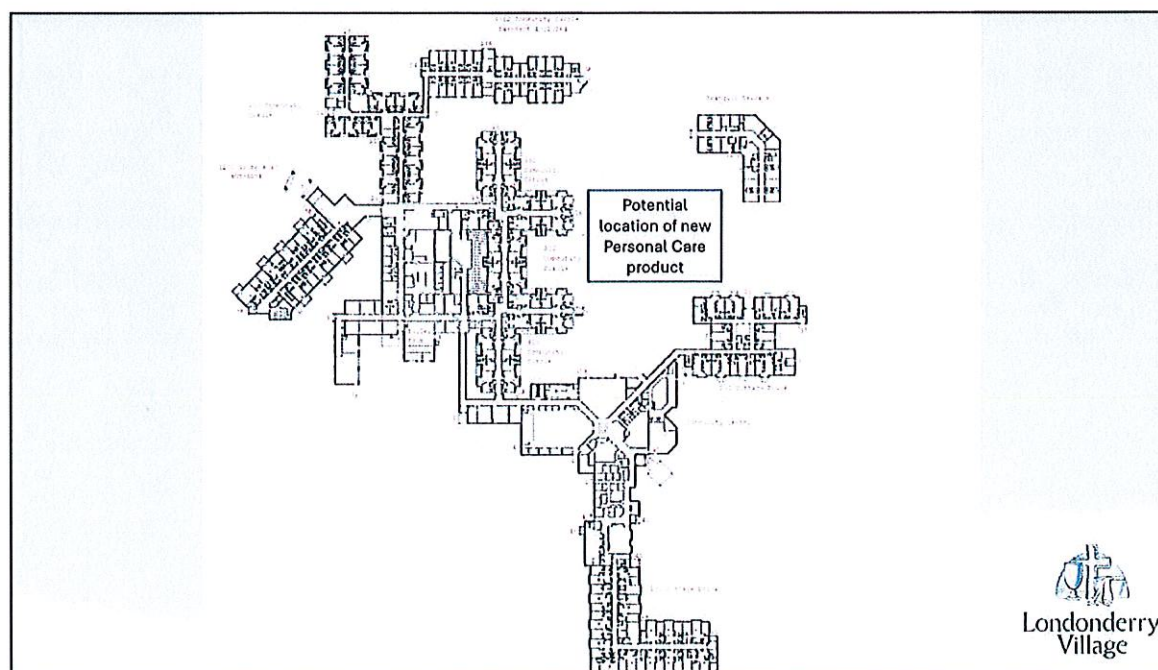
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Step 5: Construct another new Personal Care home (or other product)

- Open the new Personal Care Home and relocate residents from the existing Personal Care area into the new residence
- Demolish or renovate existing Personal Care area
- The design for the new Personal Care area is pending



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Fox Run Phase II & III

Revised Site Plan

February 2025



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Goals and Objectives – Fox Run Phase II & III

- Reduce overall project cost to improve the projected rate of return (speed to market vs. cost of project)
 - Work with current vendors to “sharpen their pencils” while maintaining a similar timeline to construction if possible
 - Financing mechanisms may require pre-sales which would push out construction start based on 70% presale requirement
 - Phasing of units may be adjusted – moving on Phase II vs. Phase II and III
 - Increase unit density and re-distribute unit sizing
 - Phase I offered units +1,800 sf of living space; Phase II and III should offer a wider variety of sizes (could be 1,000 sf to 2,400 sf)
- Evaluate adding a new amenity to this area of campus



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Phases of Project Planning

- Visioning – Establishing overarching goals for the project
- Market/Site Analysis – Understand the market opportunities and examine the physical limitations of a site
- Concept Development – Create high-level analyses and conceptual designs further defining the project's scope and objectives

If it is a bricks and mortar project...

- Schematic Design – initial sketches with a high-level budget preliminary budget
- Financial Analysis – initial proformas are developed and refined
- Design Development – site plan is developed and units are refined
- Construction Documents – blueprints are created including technical specifications
 - Bidding of subs begins and plans are more locked in



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2025-2026 POLICY PRIORITIES



A Blueprint for Ensuring PA Seniors Have Access to Quality Aging Services & Supports:

- ✓ **MITIGATE** the Workforce Crisis
- ✓ **INVEST** in the Aging Services Ecosystem
- ✓ **REMOVE BARRIERS** to Accessing Quality Care

MITIGATE THE WORKFORCE CRISIS

- Mitigate the impact of staffing mandates and any other regulatory barriers or enforcement practices which further exacerbate the effects of the existing workforce crisis by fighting for regulatory change and appropriate flexibility.
- Support efforts that will help build a robust direct care workforce infrastructure by, among other things:
 - Reforming the nurse aide training program by, for example, allowing LPN and RN nursing students to immediately take the nurse aide exam upon completing relevant coursework and reducing the waiting time for approval of nurse aide training programs.
 - Continuing to monitor and address capacity and operational issues with the nurse aide credentialing system.
 - Providing a pathway for those interested in working as a direct care staff person in a personal care home or assisted living residence by providing for a skills competency exam in lieu of having a high school diploma or GED.
 - Expanding opportunities for high school students to gain exposure to and ignite a passion for aging services.
- Amend Act 128 of 2022 to clarify and expand provisions to guard against predatory pricing practices of temporary staffing agencies.
- Leverage state resources and identify opportunities to push for state support of various LeadingAge PA and other initiatives that will support growth of the workforce (e.g., LeadingAge PA's "Careers to Love," a statewide public awareness campaign, etc.).

GOVERNMENT AFFAIRS TEAM

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2025-2026 LeadingAge PA Policy Priorities

INVEST IN THE AGING SERVICES ECOSYSTEM

- Secure consistent, proportional investment of state funding for the full ecosystem of aging services (to more accurately reflect costs) and reforms needed to ensure less volatility with payment systems and greater predictability, including Medicaid for nursing homes and the Living Independence for the Elderly (LIFE) Program.
 - This entails securing greater alignment and parity of funding to reflect the interplay of various components of the ecosystem, equitable distribution of funds, and timely approval of Medicaid applications/renewals and payments.
- Secure funding outside of standard payment systems to support aging services providers with workforce development, innovation, staff recruitment/retention, and infrastructure and technology upgrades (i.e., monitoring, infection control, emergency preparedness) to ensure access to quality services and supports that enhance care delivery.
- Secure funding to help employ service coordinators in low-income affordable housing programs (ensuring residents can remain independent as long as possible).
- Target a portion of existing and new affordable housing funding sources to help address the shortage of housing for low-income seniors (this is especially critical given the continued significant growth of this segment of the population).
- Expand access to and availability of assisted living (AL) services by providing Medicaid coverage with adequate rates for providers and reasonable and efficient pathways to licensure for providers interested in converting to AL.
- Promote greater accountability and responsiveness of Community HealthChoices Managed Care Organizations in negotiating and executing various aspects of payment and services coordination for nursing homes (e.g., establishing greater uniformity and reasonableness in Quality Incentive Programs, willingness to negotiate rates, etc.).

REMOVE BARRIERS TO ACCESSING QUALITY CARE

- Enhance awareness of and eliminate barriers to enrolling in the LIFE program to ensure older Pennsylvanians have equitable access to this innovative care delivery model.
- Promote capacity for innovation and efficient utilization of various care delivery models (e.g., allowing aging in place, increased flexibility in leveraging skills and qualifications of various staff positions, and providing for solutions to meeting behavioral health needs of residents).
- Identify and address high-priority issues raised by our members that are the result of antiquated, unnecessary, or overly burdensome rules, regulations, policies, and guidance that hinder quality, access, and innovation.
- Advocate against any new barriers imposed on the provision of quality aging services (which often create unfunded mandates and additional workforce challenges/pressures).
- Remove cost barriers that hinder the ability to construct and maintain vital housing communities (e.g., exempt affordable housing construction materials from state sales tax).
- Address various elements contributing to inequitable application of regulatory enforcement across regions and survey bodies.
- Support commonsense tort reform measures, including, but not limited to, reinstating the prohibition on venue shopping in medical liability cases and amending the Fair Share Act to restore protections against disproportionate damages due to exceptions applied by the courts in recent years.

While these priorities have been categorized into three areas of focus, they are interconnected and may overlap into multiple areas.

WHO WE ARE: LeadingAge PA represents 420+ high-quality, mission-driven aging services providers. We're on a mission to advance the evolving continuum of aging services in Pennsylvania.

BOARD OF DIRECTORS MEETING

February 5, 2025

The Londonderry Village (LV) Board of Directors met on February 5 at 8:30 a.m.

Board Chair Steve Tilley opened the meeting.

Chet Rose led the group in prayer.

In Attendance

Members Attending: Chair Steve Tilley, Mike Swank, Bonnie Wampler, Tom Shenk, Bob Fortna, Dick Hann, George Porter, Tom Kettering, Chet Rose, Craig Moyer, Ray Flagg, Keith Wagner

Attended via zoom: Wendie Dimatteo- Holsinger, James Williams

Staff in attendance: Alicia B. Titus, Henry Brubaker, Jennifer Ginder

Absent: Jenn Ginder

Steve Tilley - Approval of Minutes – December 4, 2024

Steve welcomed the new 2025 Board members, Tom Kettering and George Porter.

Minutes Approval of November 6, 2025 < Approved Unanimously >

Board Chair, Steve Tilley, read this MFR to the Board members and made a motion requesting that it be incorporated into the February 5, 2025 LV Board minutes as a means of documenting the action taken in December by the 2024 LV Board.

< Approved Unanimously >

On December 28, 2024, the following email was sent to each of the fifteen (15) 2024 LV Board Members requesting their prompt action. All Board Members responded before year-end 2024, which resulted in unanimous support to re-elect **Flagg, Fortna and Gingrich** to another three-year term beginning 1/1/25.

“Good afternoon everyone !

You may recall in our October Board meeting we nominated two new Board Members (George Porter and Tom Kettering) for a three-year term beginning in January 2025. This action was necessary as Roy Meyer and Sandy Pintarch were both term limited and had to rotate off the Board as of the end of December 2024. George and Tom were subsequently voted in unanimously. During that same time we made a procedural error by omission. Ray Flagg, Robert Fortna and Dr. Dennis Gingrich were completing a three year term as of the end of December 2024 and needed to be brought before the Board and voted on individually for another three-year term. So with that as a backdrop, I ask that each of you vote yea or nay for each of the following nominees for a three-year term beginning January 1, 2025:

Ray Flagg

Robert Fortna

Dr. Dennis Gingrich

Again in responding to this email please vote yea or nay for each candidate listed. Incumbents are not required to abstain.

Your prompt response is much appreciated.

Thanks.....

Steve”

Financial Report: Henry Brubaker, VP Finance

Henry reported the September 2024 financial report.

- Census in Nursing is 64, PC 37.
- Total Operation Net Loss: 1.9 million operating loss.
- 1.3 million ahead of budget
- 500 days of cash on hand.
- Net of \$36,162.00

Permanent Debt vs. Temporary Debt?

- Temporary debt refers to short-term borrowing that businesses and nonprofits take on to cover immediate expenses, such as operational costs or cash flow gaps. This type of debt is usually repaid within a year and can include lines of credit or short-term loans. In contrast, permanent debt is long-term borrowing used for major investments like facility expansions, infrastructure projects, or endowment funds. It is typically repaid over several years through structured payments. While temporary debt helps manage short-term financial needs, permanent debt is a strategic tool for long-term growth and sustainability.

→ 3 million of LV's debt was paid off with the release of entry fees. When the Villa buildings are complete, there will be another 3 million collected from those entry fees. Henry is hoping to apply for these funds to be released once all residents moved into the first villa which is in March.

Snapshot on Staff

- In 2024, 93 employees came through orientation.
- In 2024, 86 employees left.
- About half of the 86 departures left within the first year.
- 1,038 hours of overtime.
- 6-8 retirements which was included in the number of terminations.

- Alicia noted that the typical turnover in Senior Living is around 41%. Alicia noticed that the retention here seems to be around 50%. Her thoughts are “***Are we giving an accurate knowledge on what their job/role would look like?***”
- Wendie noted that this is something that is happening all over and through conversing with many other business owners and facilities, she is not alarmed by these numbers.
- George asked about an Exit Survey.
- Alicia said there is much more that can be done to reach/ within the onboarding process with younger people in entry level jobs.

Strategic Planning: Wendie DiMatteo-Holsinger

Barteit Haven:

- Inspected on 1/30/2025.
- Moves Ins will happen in March.
- Sound Blanket which is a calming sound software. This is installed in all rooms within Bartein.

Land Development- Smith Family Farm

- David Smith and his family are now discussing and thinking about the offer.
- Wendie noted that the Board wants to respect the Smith Family. Wendie asked to make sure that we are keeping this information confidential.

Finance Committee: Tom Shenk

Tom and the committee discussed the Villa buildings. The committee believes that this project is viable. The committee discussed using bonds to aid in the financing.

- 7.7 million projected cost of villa.
- Entry fees would apply into the cost of 4.3 million
- Permanent debt of 3.1 million

(Tom S) - Motion to move forward with construction of Hybrid Villa 2 in phase 1, not exceeding 8 million, using credit, cash, or whatever needed until financing is finalized.

< Approved Unanimously >

Development Committee: Dr. Dennis Gingrich

- Passed out Lunch N Learn Brochures and Save the Dates.
- Dr. G discussed the continuous contributions.
- Flourish topped the 2.1 million goal however did not meet our second goal of 2.5 million

- Starting a campaign? 2028 is LV 50th anniversary.

Nursing Administration: Jennifer Ginder, VP of Health Services

Documents were sent to members prior to the meeting for review.

- Jenn was absent
- Deficiency free survey in Nursing. That is a huge deal, many facilities cannot say they have a deficiency free survey.

Resident, Life & Health: Ray Flagg – did not meet

- Will meet for first meeting on February 20th

Human Resources: Tom Kettering

- Scored 100% on FSA Audit.
- Discussed the 3% wage increase.
- Talked about onboarding – being more proactive, phone screening, call interviews, wanting to utilize social media for recruitment.

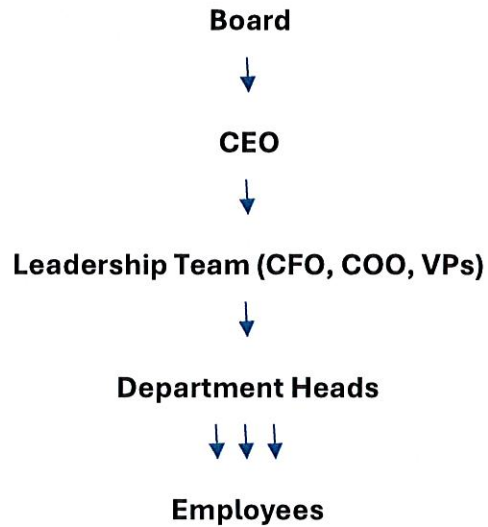
Other:

- It was discussed at Finance Committee that we have a significant outstanding accounts receivable from a resident that currently lives in Personal Care. Alicia and Henry will proceed through the process of collecting this payment but could result in the resident being evicted. The resident's child (the POA) will not release their funds.
- Dr. G emphasized that the message should be controlled. He fears that people hearing this may look at this as "a person that no longer has full mental capacity being evicted?"
- Bonnie noted that as a collective group, the Board must show that "we are serious".

Presidents Report: Alicia B. Titus

- Alicia had created a strategic plan document which is something she had done at Messiah Lifeways and had lots of success. Alicia emphasized the importance of including stakeholders in the vision of LV and keeping them informed.
- 2025 Strategic Plan goals include a focus on recruiting and retention, enhance resident amenities, financial stability, and growth.
- To support the strategic growth, Alicia discussed further of the new leadership teams. Alicia would create a different layer of leadership that would include CFO, COO, and two VP roles. This would split up the workload and this team would be very accessible to the residents.
- Alicia noted having creative roles: the marketing department now is really a sales team. Alicia noted the importance of having someone or a team doing social media and communications.

Team Structure



Motions Approved:

December 4, 2024 Minutes <Approved Unanimously>

Motion to move forward with construction of Hybrid Villa 2 in phase 1, not exceeding 8 million, using credit, cash, or whatever needed until financing is finalized <Approved Unanimously>

Next Board Meeting: March 5, 2025 in the Boardroom (Zoom option available)

Meeting adjourned at 2:37 p.m.

Respectfully submitted,

Olivia Harris, Recording Secretary