

AGENDA for NILMA MEETING

NOVEMBER 9, 2017, 2:00 PM

GREAT MEADOW HALL

Call to Order	David Goldman
Approval of October 19, 2017 Meeting Minutes	
Finance Committee Report	Paul Hardiman
Introduction & Duties of Matt Hollingshead	Steve Colwell
Old Business	
Telephone Installation Status	Steve Colwell
Fees & Rules for food & transport	Steve Colwell
New Business	
Adjourn	

MINUTES -- NILMA MEETING NOVEMBER 9, 2017

CALL TO ORDER

David Goldman, President, called the meeting to order at 2 p.m.

Representatives present: David Goldman, John Averell, Murray Staub, Mike Atlas, Sharon Gouveia, Frances Shaer, Lorraine Gordon, Nancy Kummer, Dorrit Senior

Representative absent: Jody Berkowitz, Michael Ross

Guests: Steve Colwell, Paul Hardiman

Approval of October 19, 2017 Meeting Minutes

President Goldman called for approval of the October minutes.

Approval of the Minutes of October 14, 2017, were moved, seconded, and approved by acclamation.

Finance Committee Report

Paul Hardiman

Paul explained that he is presenting the report for the NewBridge accounting year, October 1, 2016 through September 30, 2017. Copies of the following four slides were handed out to council members. Comparisons with the previous 2016 fiscal years are made in the slides for IL and for the full Campus breakdown.

**NewBridge Campus  
Independent Living  
FYE 9/30/2017 (,000)**

<b>Revenue</b>		<b>2016</b>
<b>Fee Revenue</b>	<b>14793</b>	<b>14144</b>
<b>Culinary/Catering</b>	<b>592</b>	<b>545</b>
<b>Other/Rental</b>	<b>614</b>	<b>435</b>
<b>Total Revenue</b>	<b>15999</b>	<b>15097</b>
<b>Expenses &amp; Benefits</b>	<b>-14667</b>	<b>-14493</b>
<b>Cash From Operations</b>	<b>1332</b>	<b>604</b>
<b>Net Entrance Fees</b>	<b>9567</b>	<b>8850</b>
<b>Total Cash Available</b>	<b>10899</b>	<b>9454</b>
<b><u>Other Payments</u></b>		
<b>Mortgage Payments</b>	<b>-7073</b>	<b>-5907</b>
<b>Maintenance/Capital Exp</b>	<b>-1666</b>	<b>-1303</b>
	<b>-8739</b>	<b>-7210</b>
<b>Cash after payments</b>	<b>2160</b>	<b>2244</b>

The Fee Revenue is primarily the rents we residents pay. Mortgage Payments were up because of a mandatory payment contractually due. This was a very good year.

Next the consolidated summary incorporates IL, AL, and HCC. Notably the rental income from HCC that is paid to NewBridge, dependent on their cash flow, was down because of reduction of private patients replaced by Medicaid-financed patients at a lower rate. The Mortgage payments again were up for contractual reasons. Investment income was up.

**NewBridge Campus**  
**AL, IL, HCC**  
**FYE 9/30/2017 (,000)**

<b>Cash from Operations</b>		<b><u>2016</u></b>
<b>IL Income</b>	<b>1332</b>	<b>604</b>
<b>AL Income</b>	<b>2745</b>	<b>2649</b>
<b>HCC Rent</b>	<b><u>7910</u></b>	<b><u>8343</u></b>
<b>Total Cash Operations</b>	<b>11987</b>	<b>11956</b>
<b>NET Entrance Fees</b>	<b>9567</b>	<b>8850</b>
<b>Total Cash Available</b>	<b><u>21554</u></b>	<b>20806</b>
<b><u>Other Payments</u></b>		
<b>Mortgage Payments</b>	<b>15050</b>	<b>12568</b>
<b>Maintenance/Cap Ex</b>	<b><u>2471</u></b>	<b><u>1933</u></b>
	<b>17521</b>	<b>14501</b>
<b>Cash after payments</b>	<b>4033</b>	<b>5945</b>
<b>Investment Income</b>	<b>1289</b>	<b>631</b>

The next slide presents some interesting statistics.

**Interesting Statistics – FYE. 9/30/2017**

Number of IL Units	256
<u>Occupied</u>	
Sep. 30, 2016	252
Sep. 30, 2017	250
Committed	6
Unsold	0
<u>Activity During Year</u>	
Left Campus	2
Move in	23
Deaths	12
AL	8
HCC	3
Net Continuum	5
Total in Continuum	36 (30 Refundable)

Finally some more interesting statistics about the IL resident census.

## INTERESTING STATISTICS

9/30/2017

- IL RESIDENT CENSUS

Total Residents	319
–Men	103
–Women	216
–Couples	69
–Single	181
–Single Men	34
–Single Women	147

Steve now reported on the debt financing status.

We are currently half way through a 5-year debt financing with the banks. We decided to finance now, rather than later, because of our good position reported by Paul. We have gone to a bond-rating agency (Fitch) which is deciding what our bond rating is. Depending on the outcome, we expect a rating supporting 4.5-5.0% for bonds going on the market to refinance. Two companies are being engaged to study selling our bonds on the market. Steve is now in the "selling stage", going to various venues. There will be opportunities for individuals to buy such bonds. We hope to rollover all our debt into a 40 year bond offer, providing great stability over the years. HJ Sims will be coming to campus to discuss the bonds, hopefully on November 27, to which residents are invited to listen to the presentation.

To Mike's question, Paul stated that with this new bond refinancing, annual debt service payments will be \$14MM per year for 40 years, allowing great financial stability and predictability for NewBridge. Steve added that net retained entrance fees will flatten out in a few years, and this cash reduction will have to be made up through other sources on the campus. To Lorraine's question, there will always be someplace for you to go in the continuum. To Murray's question, these are tax-free bonds. Sharon requested that copies of these slides be distributed to reps before the NILMA meetings for study and discussion. David suggested we do this next time if possible.

### Introduction & Duties of Matt Hollingshead Steve Colwell

Steve had announced at the Community Meeting that Matt Hollingshead will have an expanded role in the future. Matt has an extensive background in operations. Department Heads have three Executive Directors, namely Steve Colwell for IL, Matt for AL, and Scott Ariel for Health Care Center. Conversely, the Directors have had to work with Departments such as Food, Maintenance, Security, Housekeeping, Engineering sometimes in a challenging circuitous way. Ultimate decisions about Department matters reside with Steve, which often makes triple the work for Directors as well as for Steve. Matt's extensive experience in operations in a matrix management context have made him useful in helping Steve with matters like Department Head

reviews, where he has joined in the operation. Steve's intent is to formalize Matt's position as his helper and assistant in daily operational matters. A recent example was a staff-wide retreat/class on Elder Abuse, led by Matt from his experience in AL and discussed by all. Those managers not affected by this change are Carole Johnson (Finance), Tara Fleming-Caruso, and Janet Gottler, who will continue to report directly to Steve. Steve will also continue to work closely and directly with marketing/sales and the IT departments. Those who will be affected in daily operation are Sal Fileti, Victor Furtado, Tom West, and David Raider. Steve agreed to distribute an updated Organization chart.

To John's question, Matt will continue in his position as Executive Director of AL with all previous duties. Murray Staub suggested that Matt would be called a Chief Operating Officer to Steve's Chief Executive Officer, in many businesses. Steve asked that residents should feel free to call or email him with questions or comments, as well as Matt if appropriate.

## Old Business

### Telephone Installation Status Steve Colwell

We are more than 2/3 finished with new phone installations. A few glitches were reported, and I.T. has gone back. If you are still having problems after I.T. returns, let them and/or Steve know of a continuing problem. The goal is to have the lower end of IL campus done by end of November. Steve made an announcement about the cottages. The cottage phone migration will start November 27. These require more extensive work in the garage phone closets. Only about five installations per day can be done on cottages. You will be notified which day IT will come. Make the closet cleared and accessible for workers. The whole job will be done in 2 to 3.5 weeks. The goal is to finish before winter holidays.

Lorraine asked how call blocking can be done on the new phones. Steve will find out. Lorraine also reported that time was not displayed when messages were left. Also no caller ID is displayed, contrary to expectations. Steve will follow up on all three questions with the phone company. John reported from a resident poor voice quality through her phone. Steve will check on this also.

### Fees & Rules for food & transport Steve Colwell

Steve reiterated some announcements from the previous Community Meeting.

Takeout orders delivered by staff are charge \$5 transport, unless being made to a person with an infectious disease (cold, flu, something catching).

Buffet takeout policy is now inconsistent between Centro and Nosh. Sal would like to package buffet items in the kitchen at the beginning of the night.

John asked that Steve agree that the goal and policy in both Centro and Nosh is to make all buffet takeout from behind the public space. This has been implemented in Centro, but not yet in Nosh. Details of implementation are expected to be revised and improved from experience, but some first implementation should be put in place as soon as possible. Steve agreed.

Steve addressed the question of transportation for people in need of wheelchairs, etc. This was discussed at some length in NILMA a number of years ago. We do the \$5 transport charge each way to actively discourage overuse of transportation, in particular Security staff. At the time some people were asking for free transportation several time per day. Security's first priority is in emergency situations; nothing can interfere with that duty. The institution of \$5 fee has worked very well in reducing the demands on Security.

If the condition is permanent, i.e. transport is always required for visits to medical, P.T., or any other inhouse location, Steve suggested that this may be an indication of need to move in the continuum to AL or HCC.

Dorrit reported that some people, not otherwise disabled, could not schedule transportation to medical appoints. Steve observed that with sufficient notice there were almost no examples of being unable to schedule medical transports. If this continues as a problem, call Steve or Victor for help.

John noted that transport will drive you free around campus to medical entrance, or other places, if you can get out to a pickup place, e.g. Villa circle, main parking entrance, and reportedly in the garage. This shuttle service has always been in place for cottage residents or for pickup points.

Sharon reported a package left outside the garage. It was brought in by a cleaning person. This despite assurances in the last NILMA meeting.

Steve agreed that this has turned out to be an ongoing problem, at least twice. One change is that new policies for NewBridge are in place for delivery of packages. They will be delivered in real time to your apartment. If an item is suspected perishable, and you are not home, Security will place it inside into your refrigerator with a note.

John reported three cartons from Amazon left in the North lobby for two days. Steve noted that third-party drivers are now delivering from Amazon and other suppliers, and are not apprised of our requirement to deliver to receiving or main desk. If you see such drops, notify front Desk to have it delivered.

Lorraine stated that in the September NILMA meeting she offered a proposal from the Villa residents to have a Fall and Spring Community meeting planned and run by the residents of IL and presided by the President or somebody else. She asked if any reps had discussed this at their floor meeting. Mike reported that it was turned down decisively by his floor. No other reps reported discussing it.

There was a long discussion on what was being proposed. The features outlined by Lorraine would be a resident-planned agenda and a meeting (twice a year) with no administration present, in which comments and questions can be expressed by any attending resident. The purpose is to exchange ideas among all people, rather than in the floor-meeting with representative exchange at NILMA meetings. David expressed concern about chaos if a full group were invited to speak on subjects of their concern. Lorraine pointed to her experience in town meetings that did not degenerate into chaos, and various concerns and comments were expressed. After further discussion, David asked to study and get advice from various sources on how to implement the request.

New Business : none

Adjourn

A motion to adjourn was made and seconded. The meeting was adjourned by acclamation at 3:13 pm.

Respectfully submitted,  
John Averell, Recording Secretary