



FIVE
DECades
OF EXCELLENCE
& We're Just Getting Started

2021
ANNUAL REPORT



WESTMINSTERSM





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Five Decades of Excellence

A True Austin Original

Westminster has always been “An Austin Original.” While part of that identity stems from our location in the capital of the Lone Star State, the other reasons are that our residents genuinely love their lives here, and our associates enjoy their work. And together, we have established a community that is full of commitment, respect, and joy.

The last two years were challenging as we kept our residents and associates safe. We kept pace with protocols, and in many cases, proactively initiated additional processes that would further protect our community. And the best news — by January of last year, we had fully immunized our community against Covid-19 and were starting to breathe a little lighter. Despite the roller coaster of 2021, our residents continue to express their gratitude for being cared for, fed and entertained, and loved by Westminster. Our associates remained flexible in their jobs, changing processes often, and in return we have enacted new appreciation programs like bonuses, more PTO and special events.



We made huge progress on the Windsor and expansion building. As we go to print, we are about to open 18 new residences along with a beautiful new gym, spa and clinic and wellness spaces. We revamped our Bistro and community room (Harris Bell Hall), which allow our residents to meet in person for entertainment and socials.

Our financial metrics remain strong. We are viewed as a positive investment in the markets and our bonds sell quickly. We continue to be BBB rated by Fitch Rating Agency, one of the few Senior Living Communities that have maintained this investment rating.

In many ways, our community is even more resilient post pandemic. Personally, I have a stronger appreciation for my relationships with residents and colleagues. I realize how fortunate we are to be safe, healthy and together.

Beyond these walls, we work with amazing vendors, partners and contractors like Select Rehab, Life Care Services, Studio65 and Valente DeLeon Painting, who help make this place tick despite recent challenges.

When we look back 55 years to when Westminster first opened its doors in 1967, the past year is but a blip in a larger, richer history of providing excellence. Westminster has continued to provide 5-star services and rating for years while providing exceptional living, services, and support to our residents, we are truly a resident centered community.

I sincerely thank our residents, families, associates and project team members for working around the construction as we grow bigger and better. I am honored to be your executive director, to love what I do and the people I work with. And with your support, Westminster will continue to lead the way in providing innovative, high caliber residential living for the generation who deserves it the most.

We are Extraordinary, Together. And, the best is yet to come.



Charles Borst

"Chuck, thanks to you and your staff for all you do to make our lives here safe, secure, comfortable and happy! Once again dealing with this very cold and wet spell brings out the best that Westminster does for us."

~ Helen S



Community Awards

Westminster continues to excel in service and care. These are just a handful of our awards received in 2021.

- **J.D. Power Award for Senior Living, 2nd year**
- ***Austin American-Statesman* Top Workplace 2021, 8th year**
- **International Council on Active Aging NuStep Beacon Award "Best in Wellness-Senior Living Communities in North America"**
- **Certificate of Recognition for Westminster's Performance 2021 Winter Storm by the State of Texas**
- **Nominated Best of the Best Senior Living Community by *Austin American-Statesman***
- **LeadingAge Texas Leadership Award**



Overall resident satisfaction: 94%

Hospitality Score: 97%

Residents would recommend Westminster to friends and family: 94%

Associate Satisfaction: 91%

Generosity of Spirit

Giving is an important part of our culture. In 2021, Westminster donated more than \$200,000 to a dozen plus nonprofits across the Austin area, including more than \$77,000 to Alzheimer's Texas alone.



Many of Westminster's residents were impacted by the recent news of Afghan refugees coming to Texas and wanted to provide help. Residents delivered a check for \$7,600 to Refugee Services of Texas. Westminster also matched a portion of the funds collected by the residents.

Westminster gathered more than 70 specific books requested by the Child Inc. preschools, along with a \$400 donation.

- NBC's The Today Show - 3rd Floor Assisted Living showing generosity to workers below
- LCS National Top Alzheimer's Fundraiser
- Alzheimer's Texas Top Fundraiser



For months residents watched the brave construction workers building The Carlisle Expansion and decided to show their appreciation by launching a letter writing campaign and sent them food and gifts. NBC's *The Today Show* did a story about this sweet and unlikely relationship.



A Rich Tapestry of Stories

Westminster's Unique History is Stitched and Bound

At 5:00 pm on the evening of August 25, 1963, prominent Austin and Texas residents gathered on the Jackson Avenue property of the First Presbyterian Church of Austin, U.S.A. the gathering was for the groundbreaking ceremony of the \$1.51 million building which was to house a senior-living community called Westminster Manor. The four-story, 143-apartment facility, due to open in 1964, would be the first in Texas and the Southwest to offer the opportunity for seniors to live independently and provide activities, dining, and health care facilities on the same site. As a future sales brochure would proclaim, "NEVER BEFORE...A RETIREMENT RESIDENCE SO COMPLETE..."

It was an auspicious beginning, everything in place. The independent non-profit, Westminster Manor, Inc., was organized. The Alamo Presbytery had approved First Presbyterian's sale of 3.35 acres of their Jackson Avenue property to Westminster Manor, Inc. for a retirement home. And on July 26, 1963, the Austin City Council had approved a \$1.5 million building permit.

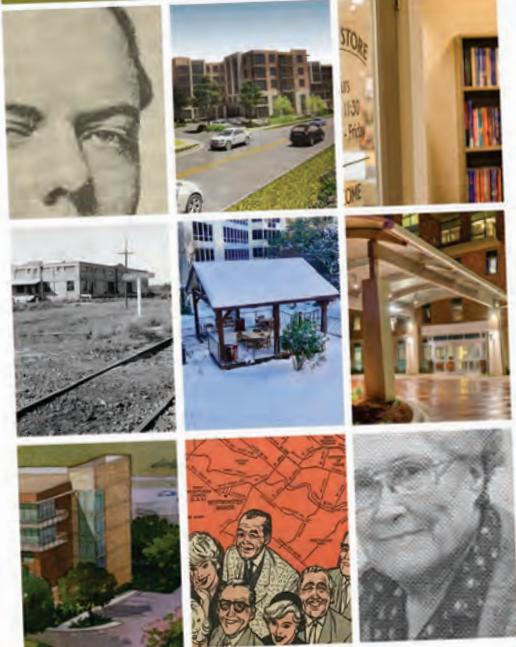
City and state government were signaling their support. At the groundbreaking, Texas Secretary of State Crawford Martin represented Governor John Connally, and Mayor Lester Palmer, the City of Austin.

So begins the first essay, titled "The Builders" in the new book *Westminster at 55*, a volume of essays and photographs chronicling the first 55 years of Westminster. It was an auspicious beginning, but it was not until April 1, 1967 when Westminster opened its doors to its first residents.

This beautifully bound history book is the product of a year's work by the Westminster History Project Team, a group of talented resident writers, photographers, artists and archivists, who have assembled stories and images that recount the troubles and the triumphs of this unique community from the beginning to the present day.



WESTMINSTER AT 55



Westminster Manor, Inc. Austin, Texas

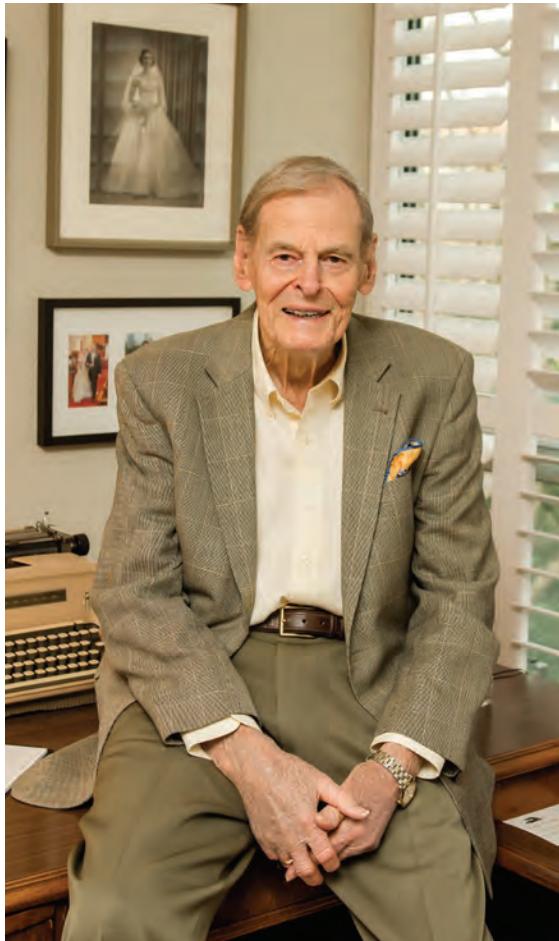
Top: The Westminster History Project Team;
Above: 1967 marketing brochure cover;
Left: Cover of the final product, Westminster at 55 available on Amazon and at the Little Store

Resident Profiles

Our residents represent a mix of industry, education, heritage and talent. We enjoy featuring a sampling of life stories every year.



17 Residents reached 100 years young



2021 Family Eldercare "80 over Eighty" award winner was Julian Read

A Life of Positive Calculations

Kathy and Bernard McIntyre are originally from the Boston area. After Bernard received his PhD in Physics from Brown University, he and Kathy loaded their three young children and two cats into their sedan in early August of 1970. They drove to Texas where he took a teaching and research position at the University of North Texas. Later, he was recruited by NASA to Houston as a visiting scientist. He later went to the University of Houston for 32 years as a faculty member and administrator. He is now Dean Emeritus of the College of Technology.

Kathy also loves numbers and received an undergraduate degree in math, and later returned to night school to get a master's in computer science while her youngest child was still in high school. She worked at Lockheed Martin for 16 years.

Aside from their successful careers, both Kathy and Bernard developed a passion for politics. Kathy served on the City Council and as Mayor of Clear Lake Shores in Galveston County. Bernard also served as City Councilman, member of the Water Board, and volunteer firefighter and paramedic. During their three decades in Clear Lake Shores, they witnessed changes in demography as families who made their living on the water were replaced by wealthier residents looking for recreation as issues of water quality, zoning and economic growth dominated government.

They raised three sons, all of whom graduated from The University of Texas, and are

now scattered across the country, one living in Austin, another in Boston, and a third in Charlottesville. This past summer the McIntyres celebrated their 60th wedding anniversary with a family reunion in Virginia.

When they moved to Austin about seven years ago, they bought an older home in the Rosedale neighborhood before moving into Westminster. They shopped around and landed at Westminster because of its high satisfaction



scores. They also believe that buying into a community with healthcare takes a lot of the pressure off their children.

They find Westminster to be very welcoming and are meeting new people every day. Bernard is volunteering as bartender for social events. Kathy is volunteering in the Library. She is also teaching herself piano. They love retirement—"It's wonderful to do what you want to do," says Kathy.

Marriage is a Duet

Martha and Hal Hopson have been making beautiful music together for 60 years. This would sound trite if it weren't true. Hal met Martha in Dallas where he was directing her church choir and she was studying the pipe organ. Hal has been a composer of church music for more than 50 years with 36 publishers, composing for choirs (adult, youth and children), handbells, organ, and instrumental groups. He and Martha are each choral and orchestral conductors as well as teachers. Hal taught at Scarritt Graduate School in Nashville and was head of the Church Music Department at Westminster Choir College in Princeton, New Jersey. Martha served as adjunct faculty for both institutions. Giving lectures and conducting festivals has taken the Hopsons all over the U.S. and to Europe and Asia.

Hal has written many commissions through the years. Recently it gave him great pleasure to compose a song for fellow resident and friend, Max Sherman, in honor of his book, *Releasing the Butterfly*.

Continuing to compose every day keeps Hal very much in the loop with the church music community. Martha's contribution to his work is a sharp eye for editing. They discuss challenging transitions in his works.

Their residence is a spacious "Preston" floor plan which comfortably fits their grand piano. The move to Westminster required them to downsize their inventory and generously bestow their instruments, music and library. Austin Presbyterian Seminary received the Yamaha grand piano for



the chapel along with books on liturgy and theology for the library. The pipe organ was donated to Baylor University School of Music. The harpsichord went to a graduate student from Taiwan. Shriner University in Kerrville, Texas received a van full of textbooks. All of Hal's compositions and Martha's organ music library are archived at Church Music Institute in Dallas.

Socially, the Hopsons feel embraced by the Westminster community. Fellow residents

invite them to dinner and pair them with others who share similar interests. Together they have attended the Shakespeare reading group and the "Word" group which discusses the definitions and interpretation of words. They both love the intellectual stimulation and life stories of their Westminster neighbors.

And they are very impressed with the quality of amenities, food and service at Westminster. "Westminster has so many good people on

staff, so professional, and they do so many things for us with a gracious and positive spirit," says Martha.

They love to join their three adult children and six grandchildren on a trip to Wimberley in the Texas Hill Country for food, fun and hours of Rummikub competitions. The entire family is delighted with the Hopsons' move to Westminster, where they are safe, stimulated and striking all the right notes.



Coming Full Circle

Pat and Tibby Wright both grew up in Bonham, Texas, one of the state's oldest towns and the home of Sam Rayburn, former Speaker of the U.S. House of Representatives. Wright started his career in politics as a bachelor and a member of the Texas House of Representatives from Fannin County, and remembers how his friend, Sam Rayburn, supported the "little man" when he was elected.

The couple's familiarity with Westminster dates back to the mid-1960s, when Tibby was working for the Attorney General's Highway Division in Austin. By then they had a toddler and needed a house to rent. "We drove all over town looking for a place. When we saw a young couple moving out of the cottage on Jackson Avenue, we rented it on the spot for \$90 a month," says Pat, remembering how the rent stretched their budget. The house was a little white clapboard bungalow on 41st Street and Jackson Avenue, across the street from Westminster's first tower, the Preston building, which was under construction at the time. Neighbors were talking about the "brand new retirement place in town" with healthcare.

A few years later, the couple moved from Jackson Avenue to Highland Hills, while Tibby ran his private practice and Pat raised two children. When the kids left home, Pat worked as a secretary at University Methodist



Church where the minister joked that she "knew more about the parishioners and the church" than he did.

Pat's love of volunteering and her gift for bringing people together is her hallmark. Over the years she crocheted 2,500 baby blankets for Seton Hospital and stays busy with volunteer activities in the neighborhood where they planted roots in Austin. Pat is extremely knowledgeable about the 55-year

history of the Westminster community, and happily connects residents with activities.

Tibby served on Westminster's board of directors for several years. He volunteers as a resident photographer at special events where he wears a signature bow tie. He also has a collection of several dozen custom-made cowboy boots. At Westminster, Tibby

appreciates that friendships, entertainment and support are but a few steps away.

"When I retired in 2011, we wanted to find a secure place to live, where we could slow down but stay busy. Life at Westminster is like living in a small town like Bonham. We moved to Westminster 15 years ago, so our journey has come full circle," says Tibby.



Designing His Future

Frank Dunckel practiced commercial architecture and managed large complex projects for 45 years, most of them for the firm of Garza/Bomberger & Associates in

after receiving his degree in architecture, he married his wife, Sarah, and returned to San Antonio to raise their family.

Some of Frank's work projects included the School of Business at Texas State University, the Texas State Aquarium in Corpus Christi, renovations and construction projects on University of Texas campuses, as well as projects for other educational institutions and government buildings across the state. During his career the industry evolved from drafting by hand to designing on AutoCAD, which also became more sophisticated over time.

Frank has three daughters. His youngest daughter serves as a Forest Ranger in Montana and comes back to Texas several times a year. His other two adult daughters live in Austin, one is a dress maker and the other teaches music at an elementary school. After their mother died of a rare bacterial infection, during which Frank was her primary caregiver, they convinced their father to simplify his

lifestyle and move closer to them.

They helped him pack and sell their childhood home, and chose a sunny, one-bedroom



San Antonio. Born in upstate New York, Frank moved to Texas at age 13. His father was in the U.S. Air Force based at Randolph. Frank attended The University of Texas and



apartment for him at Westminster that looks out onto the courtyard. The space is decorated with small houses constructed of ceramic and wood and a painting by Sarah hangs on the wall. In addition to painting, Sarah designed needle point canvases.

As a family they loved vacationing in the West, often camping, in New Mexico, Arizona and Utah. Frank is fascinated with the architecture and spirit of the indigenous settlements called Pueblos. The Pueblos

were urban centers that served as housing, trade and sacred areas. As an architect he appreciates the constructed masonry that has lasted thousands of years.

Frank still feels like a newcomer who is finding his way around the community. He visits the library and takes walks along Shoal Creek. He finds everyone at Westminster to be very friendly and he looks forward to discovering more people and activities now that the world is opening back up.

Listening to the Voice that Calls You

Jeanie Stanley believes we are endowed with gifts from God to use for God's purposes. She speaks from experience. After earning a PhD in Government and teaching political science and gender politics at the University of Texas at Tyler, she moved to Austin and worked for the Texas Attorney General.

After spending the first half of her life working in government and elections, she heard God's call to ministry. The social justice and compassion components of her faith provided a natural bridge from policy and education into ministry.

Upon graduation from Austin's Presbyterian Theological Seminary, Jeanie was called to launch a new church – no small feat! God knew her penchant for encouraging and organizing people of all ages to identify their gifts. Initially her congregation in Georgetown, Texas, met in borrowed church facilities and community centers before building their own house of worship. The congregation continues to thrive, celebrating its 20th anniversary this year.

Post retirement, she serves as a member of the Presbyterian's judicial system and is asked to guest preach, conduct memorial services, or officiate other church events. Recently, she preached for Vespers at Westminster and chose a hymn written by a fellow Westminster resident, Hal Hopson, whose music was special to Jeanie and the congregation she served.

Her son, daughter-in-law, and two young grandsons are her great joys. She still picks

up the boys from school as needed, attends baseball games, and treats them to slumber parties at her apartment. The ice-cream and popcorn in the Laurel Dining Room are a big hit.

After the Texas ice storm of 2021 left her without power and snapped frozen trees, she decided a home was more than she wanted to manage. Her family helped her move and decorate her residence at Westminster. Her sweet cocker spaniel, Sadie, has adapted well





to Westminster's courtyards and doggie biscuits.

Jeanie says being able to access healthcare by choice and not waiting for a crisis is one of the great benefits of living at Westminster. As a pastor she's witnessed the

challenges to finding quality senior living and care. She also hopes to stay fit and loves the exercise classes Body Blast and Cardio Fit. Jeanie greatly appreciates the opportunity to worship with other residents at Vespers and the Presbyterian Communion

Service. For entertainment, she loves the outdoor concerts, a multi-faith book group, and meals with old friends and new. A smaller home has freed her up for so many exciting opportunities and she is eternally grateful.

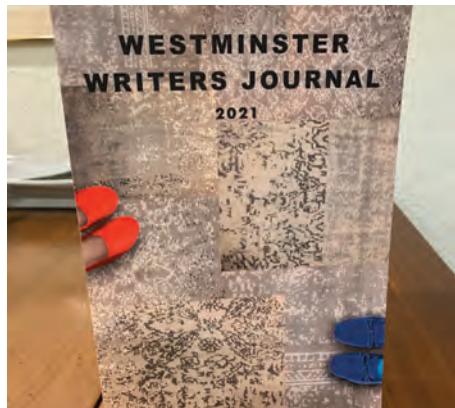
Providing High Quality of Life

At Westminster, we support the eight dimensions of wellness defined by Life Care Services. Everything we do addresses one or more of these dimensions so that residents remain engaged and fulfilled.

Enrichment

At Westminster, we believe that the desire to explore new interests is most salient during the golden age of retirement when one has the time and access to new adventures. Classes and entertainment are offered throughout the year on a variety of topics, such as book groups, movies, games, music, faith, space, and cuisine to mention a sampling.

Though Westminster was forced to pivot during the year to address Covid-19 restrictions, in-person events were offered most of the year, with limited attendance initially, and later at full capacity. Off-site trips geared up again before shutting down at the end of the year. Every month the Community Life Services and Wellness Departments provide a robust calendar of literally hundreds of events to be enjoyed in person, on the Westminster TV Channel, or via a virtual platform.



▲ Above: The 2021 Westminster Writers Journal features 37 resident authors and is sold at The Little Store and on Amazon.



▲ Above: Members of the Westminster Walking Club enjoy a chilly jaunt around the Mueller development.



▲ Above: Residents enjoy a good game of Mahjong.



▲ Above: Westminster installed a new digital screen exhibit to honor our Veterans.

Westminster flourishes with activity and new beginnings. Even during the pandemic, our long-time Director of Community Life Services, Ruth Sunil, ensured that residents were entertained with a constant choice of events and activities inspiring creativity and engagement.

A native of Chennai, India, who lived in Auckland, New Zealand, and Michigan before moving to Austin, Ruth embraces and appreciates the well-traveled, curious culture on campus. Every month the residents' newsletter is chock full of events with speakers addressing topics from financial planning to astronomy, visiting chefs, *New York Times* bestselling authors, musicians, yoga, Bridge and Mahjong, and art classes.

In addition to her job as programming director, Ruth also oversees the library and business center, and coordinates all off-site field trips around town for residents. She keeps everyone informed of their options in her monthly and weekly newsletters and campus flyers.

"I strive to add even more joy to the lives of the residents," says Sunil.

"My job is 100 percent satisfying because I am constantly learning from residents."



Director of Community Life Services
Ruth Sunil

Creative Class

Art is a passion for some and a hobby for others. Regardless of your level, Westminster offers engaging ways to communicate through art, photography and words.



▲ Above, Distinguished Arts: Mary Lib Thornhill – 1st Place *Where Streamlets Meander*

Not Pictured:

Drawing: Erik Lindquist – 2nd Place – *A Good End to a Story*

Photography: William Schleuse – 3rd Place – *Art Appreciation?*

Soft Crafts: Sewing – Sue Gilliam – 3rd Place
Madden

Prose: William Schleuse – 3rd Place – *John Werler and the Zoo*



▲ Top, Soft Crafts, Decorative: Carol Dickerson – 1st Place – *Spring Flowers*

Above, left to right Master Works: Erik Lindquist – 1st Place – *Girl with the Pearl Earring*

Poetry: Paul Lehman – 1st Place – *Thanks to our staff at Westminster*

Mixed Media: Sue Gilliam – 1st Place – *Squares*

Physically Fit

Westminster has always fostered an active environment. From full body workouts and pool aerobics to ballet and yoga, our residents did not slow down last year. Trainer Eve Chenu leads guided classes to fit every level of fitness so that residents enjoy strengthening bones and muscle, boosting endorphins, and gaining confidence. Even during the second wave of the pandemic, residents had access to spatially-distant work out classes, the gym and outdoor amenities on campus and off.

Westminster's fitness coordinator, **Eve Chenu** (below left and at right), is certified in personal training, Yoga, massage therapy, and Aston Kinetics®.





Every September
we celebrate
National Respect
Day to honor
our associates
who execute our
Hospitality Promises
every single
day. Associates
received lunch and
a personalized
Respect cookie.



Our Associates are the Best in the Industry

Westminster continues to earn Top Workplace honors from employees with a strong sense of loyalty to the organization, and the hundreds of residents who genuinely appreciate the contributions of our associates. Westminster continues to offer best-in-class benefits, including tuition reimbursement, generous PTO, and matching 401k contributions.

During a historically challenging time for all employers, the community was credited for creating a nurturing, upwardly mobile environment for its associates. “Westminster embodies a culture of giving back, and we are constantly seeking new talent in every part of the organization as we grow and lean toward the future with long-term positions,” says Kim Ogden, director of Human Resources.

Brooks Eastman Celebrates 12 Years

Brooks Eastman, 41, is a father of three and the activity director and coordinator for Memory Care. Eastman works with residents challenged with Alzheimer’s, dementia, and other cognitive issues. “Westminster’s Board of Directors and Administration team look out for our employees,” says Eastman. “Westminster lends itself to employees seeking long-term jobs. Like me, a lot of people have worked their way up from entry level to senior-level positions, where we can find our true calling at work – it’s wonderful to have these opportunities to grow with the community.”



Saluting Long-time Associates



Robin Akins, Director of Residential Health Services won the Emerging Leader Award from LeadingAge Texas. "I am also incredibly proud of the whole Westminster team who continues to work so hard to keep all of our residents safe and secure. I couldn't imagine working anywhere else besides Westminster."



Scott Thompson worked at Westminster for four decades in the Accounting Department. Scott has been an integral part of Westminster's expansions; quite possibly the Windsor building would not be here without Scott's dedication and wealth of knowledge.

Carolyn Taylor also worked at Westminster as a housekeeper for almost 40 years. During her tenure she built many long-lasting relationships. We will miss her work ethic, everlasting smile and great laugh.

Applauding Star Associates

Every year residents and leadership recognize those associates who go above and beyond the call of duty.

▼ From left, Brooks Eastman, Cheryl Burwell, Claudette Brown, The Arbour Healthcare Center



▲ From left, Prince Martinez and Natalia Lipnevici, Assisted Living

▲ From left, Maria Abarca and Paola Perez, Community Life Services

▼ *From left, Oliver Gore, Danny Roach, Peter Campbell, Brian Wicker, IT and Plant Operations*



▼ *From left, Olga Villareal, Tessa Gonzalez, Betsy Scarth, Rachel Gill, General and Administrative*



▲ *From left, Louis Perkins, Cedric Howard, Kevin Sweed, Environmental Services*



▲ *From left, Gary Wright, Maria Diaz, Felipe Gutierrez, Food and Beverage*

Everything We Do is Purposeful

Westminster is a brilliant combination of tradition and vision. We are familiar with customs of hospitality, but we also know how to gauge when change is required. Our departments are always striving to innovate so that what people have loved about Westminster for 55 years remains the same, while also adapting to trends in healthcare, housing, dining and lifestyle.

Department Accomplishments



Healthcare

One of the best advantages of living at Westminster is the access to all levels of healthcare. We continue to excel in quality and bring peace of mind to our residents and their families.

- **Best Nursing Home U.S. News & World Report**
- **5-Star CMS healthcare rating for 13th year**
- **Deficiency-free Infection Control Surveys**
- **Deficiency-free Licensure Survey, Assisted Living, 10 years in a row**
- **Deficiency-free 403b Audit**
- **Healthcare Center Resident Satisfaction 96%**



Wellness Clinic

Our Wellness Clinic provides convenient and comprehensive medical services to the Westminster community. The clinic is staffed by three nurse practitioners and a medical assistant.

In addition to the convenience of a clinic, the Wellness Check program is very popular for people living independently but healing from surgery or illness. In 2021, a total of 217 residents were seen for 5,388 visits.





*"My experience
in choosing
Westminster as
my home has been
totally awesome.
From my first visit
through my move
I was made to feel
at home. My time
at Westminster
has been better
than I could have
imagined and I have
the amazing staff to
thank for that."*

~ Mary Lea B.



Fine Dining

This past year was one of challenge in the hospitality industry with restaurant closures, staffing challenges and supply chain delays. Westminster's Food & Beverage Department was no exception. But our team exhibited creativity to achieve transformation that will benefit our dining services for years to come.

This past year saw a careful choreography of meal delivery and table service in the dining room as we continued to navigate Covid-19 protocols. We created more menus than ever before both to meet resident requests and changing inventory, always with a focus on health, quality and taste.



►
We were honored to feed our hardworking construction crews during our Topping Off event.



►
Westminster hosts themed dinners throughout the year featuring regional and international dishes.



*"After eight
years at
Westminster,
we still remark
on what a good
decision it was
to live here."*

~ William S.

Environmental Services

Westminster is constantly striving to reduce the environmental footprint of our community and provide the healthiest environment possible for our residents and associates. To that extent in 2021 we achieved the following:

- **Zero-waste Facility (positive recycling/waste ratio)**
- **Use of certified green cleaning products**
- **Annual deep cleanings, including carpets, are done for every Independent Living apartment home**
- **Housekeeping services were streamlined for effectiveness and efficiency**

Security

Westminster takes the security and safety of our residents very seriously both in our community and around town.

- **Security officer tour protocols ensure the property is patrolled and secured at all times**
- **New and improved tracking system is conducted on packages delivered to residents**

Transportation

- Older sedans were traded for new Lincoln Nautilus
- Vehicles (with exception of buses) are monitored by GPS units to track passenger safety and vehicle maintenance
- Systematic vehicle Inspection process includes regular vehicle checks and record keeping prior to operation



Technology

During Covid-19 our residents came to appreciate how technology keeps them current and connected. Technology will continue to be a priority for Westminster.

- New audio/video equipment including HD cameras in the Chapel were installed for better broadcast via the in-house TV channel
- Associate computer security awareness program reduces potential risk to our network

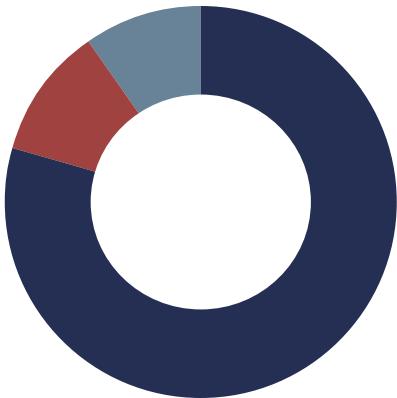


Marketing and Sales

We welcomed many wonderful new residents last year.

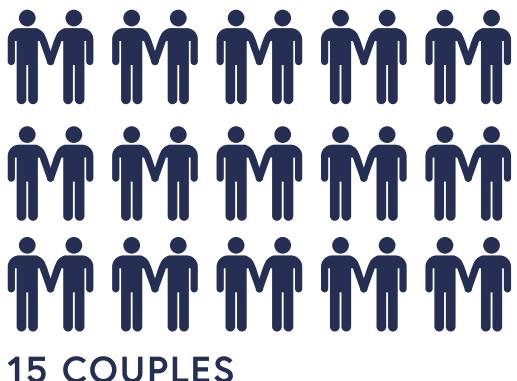
Where are our residents from?

79.5% AUSTIN
11% OUT OF STATE
9.5% OTHER AREAS OF TX

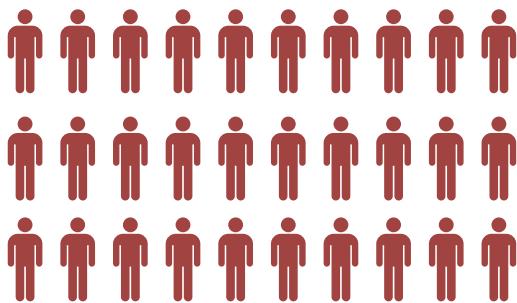


Please call Marketing for more information and to take an on-site or virtual tour: 512.454.4643.

AVERAGE SOLD 97%
AVERAGE OCCUPANCY 93%

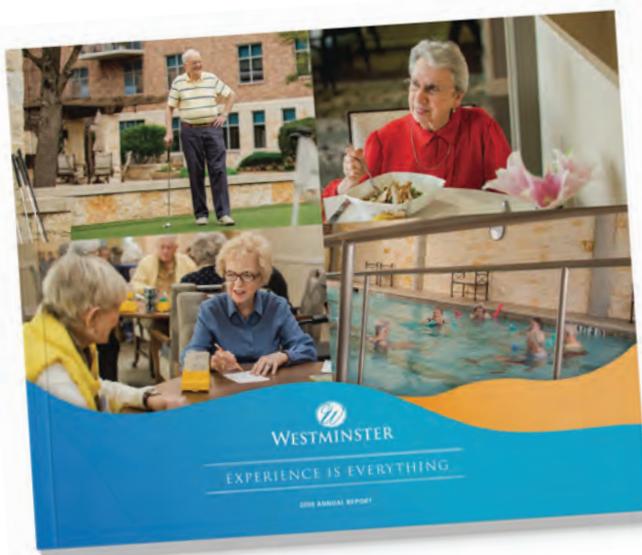


15 COUPLES

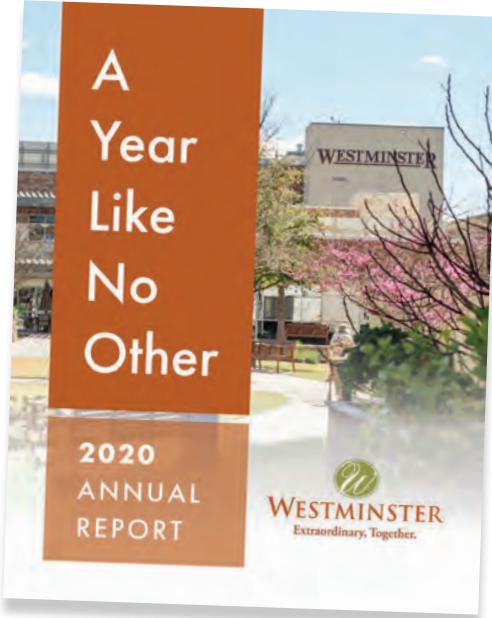


34 SINGLES





Gold Award for "Experience is Everything," 2019 Annual Report from MARCOM-5,000



Gold Award for "A Year Like No Other" 2020 Annual Report from Hermes Creative Awards



Audited Financials

Financial Data & Disclosures

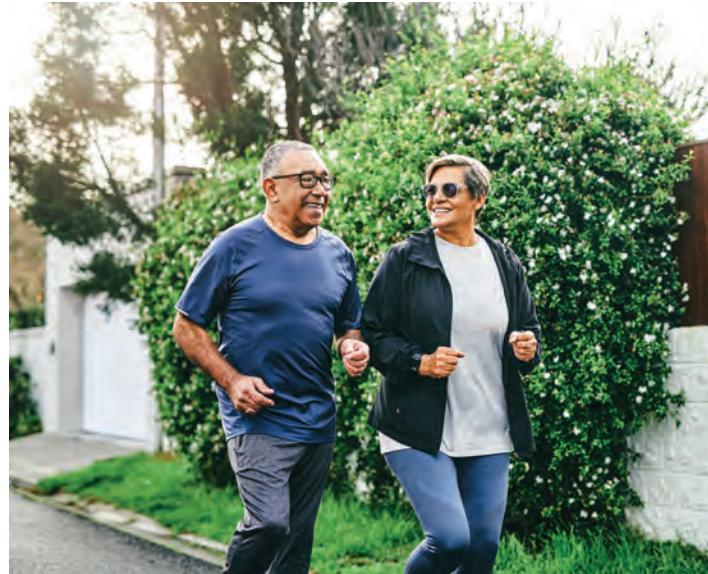
Fitch BBB Rating (Stable)

Debt Service Coverage Ratio: 4.46

Days Cash on Hand: 1,610

Deficiency-free Westminster
Financial Audit

Deficiency-free 403(b) Audit



Occupancy Rates

Average monthly totals as of December 31, 2021

HEALTH CENTER	INDEPENDENT LIVING	ASSISTED LIVING			
Total Beds	85.00	Total Units	322.00	Total Units	22.00
Beds Occupied	78.45	Units Occupied	302.77	Units Occupied	19.97
% Occupied	92.29	% Occupied	93.37	% Occupied	87.09
Private Pay	7.00	Total Residents	373.00		
Permanent Life Care	61.58	% Double Occupied	24.29		
Temporary Life Care	5.81				
Medicare	3.97				
HMO	0.10				



2021 Operating Statement

NATURAL ACCOUNT YTD ACTUAL

Operating Revenue	\$
Total Independent Living Revenue	18,173,997.50
Total Health Center Revenue	6,319,020.10
Total Assisted Living Revenue	1,053,824.79
Total Clinic Revenue	280,023.09
Total Other Operating Revenue	540,757.67
Total Operating Revenue	26,367,623.15

NATURAL ACCOUNT YTD ACTUAL

Operating Expenses	\$
Total General and Admin Expense	4,976,788.47
Total Plant Expenses	3,268,057.70
Total Environmental Service Expense	1,465,337.88
Total Food & Beverage Serv. Expense	5,636,750.53
Total Resident Services Expense	1,244,374.71
Total Health Center Expense	6,808,418.56
Total Assisted Living Expense	555,153.72
Total Community Home Health Expense	107,539.98
Total Clinic Expense	476,291.42
Total Operating Expense	24,538,712.97



NATURAL ACCOUNT YTD ACTUAL

Other Income	\$
Amortization Income	3,717,305.65
Entry Fee Income - Death	842,434.86
Entry Fee Income - Move Out	213,304.46
Entry Fee Income - Cancellation	19,500.00
Apartment Custom Work	164,251.98
Gifts & Contributions	24,955.00
Interest Income - Non-Operating	1,427,290.24
Gain/Loss on Sale of Investments	713,242.34
Unrealized Gain/Loss on Investments	7,669,496.54
Gain/Loss on Sale of Assets	(313,247.92)
Misc. Income	291,592.49
Debt Forgiveness	2,125,000.00
Total Other Income	16,895,125.64

NATURAL ACCOUNT YTD ACTUAL

Other Expenses	\$
Depreciation Expense	4,240,290.40
Interest Expense - Non-Operating	2,764,204.58
Financing Costs Amortization	(328,092.72)
Professional - Non-Operating	57,164.42
Extraordinary Loss	11,440.61
Misc. Expense	135.66
Total Other Expenses	6,764,863.63

Summary	\$
Net Operating Income	1,828,910.18
Total Other Income	16,895,125.64
Total Other Expenses	6,764,863.63
Net Income/(Loss)	11,959,172.19

BOARD OF DIRECTORS

2021 BOARD MEMBERS

Paul Hilgers, Chair
David Redding, Vice Chairman
Diane Williams, Secretary
Buzzy Woodworth
Ed R. Sharpe
Steve Scurlock
Nick Moore
Diana M. DiNitto
Richard Luevano, Jr
Alexandra Albright

RESIDENT BOARD MEMBERS

Camille Miller, Resident
Jim Woodrick, Resident
Sheldon Lloyd, Resident
LEGAL COUNSEL
Kevin Reed,
Reed, Claymon, Meeker & Hargett



"Westminster is a special home to so many wonderful people and it is my privilege to serve on the Board. The leadership and associates at Westminster make it their #1 priority to care for the residents in every way, and in turn the residents are resilient and energetic. We witnessed a symbiotic relationship throughout the pandemic. This chemistry makes Westminster the best senior living facility in Austin and is why associates stay for many years, as evidenced by recent retirees of four decades, and why we have a healthy wait list."

~Diane Williams



Managed by  Life Care Services™



About Life Care Services™

Life Care Services LLC (LCS) is the nation's leading developer and manager of senior living communities. Since 1971, the people and partners of LCS have touched the lives, served the needs, and fulfilled the retirement dreams of thousands of people across the nation. LCS is a recognized national leader in senior living services. LCS provides unmatched breadth and depth of experience and commitment to the unique needs of our clients.

Simply stated, LCS has always put people first. Every LCS community benefits from decades of expertise in planning, development, and responsive management that helps people thrive.



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