



Minutes of Residents' Council Meeting April 7, 2026 9:30 AM East Conference Room

bvrescoun.org

Council Members*: Fred Baldwin, Barb Bankard, Harry Boswell, Joan Bretz, Ida May Heidecker, June Kostrab, Dale Meadowcroft, Bill Middendorf (U), Ed Miller, Deb Mussleman(E), Carol Owen, Carol Pennington, Claire Powers, Bob Regan, Ray Saunders, Ann Swenson, Tony Wright

Officers*: President Dale Meadowcroft, Vice President Bob Regan, Treasurer VACANT Assistant Treasurer Tony Wright, Secretary VACANT, Assistant Secretary Joan Bretz.

*E =Excused Absence; U =Unexcused Absence

Visitors; Kim Valvo, Executive Director. Kayla Shirk, Nessie Kind

Call to Order:

Dale Meadowcroft

The meeting was called to order by the President at 9:30 a.m.

Moment of Silence:

Dale Meadowcroft

A moment of silence was observed in remembrance of those who have passed, and appreciation for those in leadership positions on campus.

Administrative Report

Kim Valvo

Village Fair Appreciation

Kim expressed appreciation for the work and planning that went into the Village Fair, noting it was her first fair in her current role. She acknowledged it was a successful event, even without furniture and houseware items, and noted she will be sharing photos in an upcoming Scoop article.

Financial Report — February Results

February's numbers were presented (March numbers still being reviewed). Key findings:

- The February targeted Operating Ratio (OR — ratio of expenses to revenue) was missed by 3.8%.
- Operating expenses were over budget by approximately \$73,000.
- Operating revenue was under budget by approximately \$42,000.

Primary drivers of the shortfall:

- Contract labor — Dining carried approximately \$40,000 of the overage.
- Certified Nursing Assistants (CNAs) in Oaks Skilled Nursing: approximately \$50,000.
- Facilities: approximately \$24,000, driven by emergency HVAC repairs, plumbing needs, and kitchen equipment repairs.
- Supplies ordered to launch the Good to Go program in Collegiate Café contributed to the overage; supplies will carry through June.
- Campus trash pickup was under-budgeted; contract negotiations are underway.

Contract labor reduction plan is in progress. Significant improvement is expected by April. Dining improvements are being pursued in coordination with Aramark. Recent encouraging signs:

- A promising executive chef interview took place the previous day.
- A bistro manager offer is being prepared.
- RJ, a current associate, has accepted the manager position at Collegiate Café and Springfields.

Phase III Project Update

- A punch list is being worked through; some items belong to Wagman construction partners.
- The library has begun moving in, led by Ellie Meadowcroft, and is progressing well.
- To avoid residents losing access to amenities during the move-in process, the pace is being intentionally slowed.
- Gift shop move is paused due to key/security requirements.
- A soft opening of Phase III is planned for the end of the month.
- The pharmacy will remain in its current location; the decision was made due to the cost of moving. As a result, the billiards table will return to the temporary west side library space.
- Friendship Entrance still has the most outstanding construction work to be completed.

EAGLE Accreditation

A reminder that the EAGLE accreditation visit is scheduled for the 14th of the month. Associates and residents are being interviewed and a community tour conducted. Results will be shared following the visit. The accreditation occurs every five years and focuses on faith-based quality best practices.

Great Places to Work Survey

This is Bethany Village's 9th year participating in the Great Places to Work survey for associates. The two-week anonymous survey closes the following day. Kim emphasized the importance of associate engagement and her commitment to acting on feedback.

AEDs and Safety

- Two additional AEDs have been ordered, bringing the total to nine.
- A new AED will be placed in Phase III.
- A potential additional AED for West Apartments is forthcoming via donation.
- Security staff are trained as first responders and carry an AED in their vehicle.

- The LifeVac device was researched but is not approved by the American Heart Association, so it will not be adopted.
- The preferred response to choking remains the Heimlich maneuver. The dining team will be trained in the Heimlich maneuver.

Questions & Discussion Following Kim's Report

- AED Locations: A list of AED locations was requested to be added to Icon for resident reference. Kim agreed to have Justin add this. (See AED locations, attached)
- Morning Announcement System: A question was raised about moving morning announcement equipment from the chapel to a more accessible location in Phase III. Discussion noted the equipment is costly to move and was recently updated (within 1–2 years). Kim will verify its current status.
- Train Club Space in West: A question was raised about whether the Train Club would vacate its spaces on West floors 2, 3, and 4 now that a new space is available. Kim will follow up with Bob Schmuck or Jim Wilt; the Train Club contacts.
- Garage Transponder Issue: A resident has been unable to access the garage for over two months due to a software issue preventing transponder programming. Kim confirmed that JCI, the vendor, has assessed the situation and will present repair vs. replacement options. A new transponder cannot currently be issued.
- Window Washer Notification: Residents requested advance notice when window washers are scheduled. It was noted that notice had been posted on Icon, but not on Channel 956. Several residents do not have computers. Kim will work to ensure notices are posted on Channel 956 and other accessible channels in the future.
- Koi Fish / Pond (West): Two koi fish in the West Apartments pond did not survive the winter. The recirculating pumps, which are needed to maintain the koi, have not been turned on despite a maintenance request made two weeks prior. Kim agreed to follow up on activating the pumps. Purchase of replacement koi will be deferred until pumps are operational.

Minutes from March 3, 2026
Motion to accept: Claire Powers

Joan Bretz
Seconded by: Tony Wright

Correspondence:

There was no formal correspondence this month

Dale Meadowcroft

Treasurer's Report

The Treasurer's report was distributed; a copy will be attached to the minutes.

Tony Wright

- Total assets: approximately \$148,000.
- Village Fair (spring) revenue: approximately \$7,000 (not including furniture and housewares).
- Breakdown included strong craft sales (nearly \$2,300), baked goods, and jewelry.
- Fair expenses: approximately \$600.
- Revenue from January: approximately \$4,300–\$4,400.

Discussion: A suggestion was made to move a portion of the \$121,000 in the money market account into CDs to earn higher interest. The Acting Treasurer acknowledged this is a good idea given current rates and recommended the incoming treasurer explore it.

Committee Reports.

1. **Art (C)** – Marcia Marsh, Chair

We are preparing for the completion of Phase III and the Art Framing Room, which is where we will restore/reframe paintings and other art related activities!

2. **Audio-Visual (C)** – Bob Brommer, Chair

No report.

3. **Audit (C)** – Tony Wright, Chair

A meeting was held in March. Attendees: Joan Bretz, Tony Wright, June Kostrab, and Ed Stevenson. Findings were consistent with prior audits: some files were missing, misfiled, or incomplete. The committee anticipates improved record-keeping under the new treasurer.

The President acknowledged the outgoing treasurer, Jim Smeltzer, who served despite significant health challenges. Jim is a CPA who managed his own successful firm and gave tirelessly many hours to fill this vital role until we could find a permanent replacement. His contributions were recognized and appreciated.

The Audit Report was submitted to the Secretary for inclusion with the minutes.

4. **Benevolence Fund (C)** – Kay Hess and Pat Lowery, Co-Chairs

No report.

5. **Bethany Village Fair (C)** – Kathy Salmon, Chair

The Spring Fair income was \$6,955.24. This was less than the Fall Fair income of \$7367.17. We are looking forward to the completion of Phase 3 and the return of sales of furniture and housewares.

Dates for future fairs are:

Fall 2026	October 16 and 17
Spring 2027	March 19 and 20
Fall 2027	October 22 and 23

Interim furniture/housewares sales will be held once access to Phase III is available (likely by end of month).

Historically, furniture and housewares have generated \$3,500–\$5,000 per fair. The target for full fairs is \$11,000–\$12,000.

For the fall fair, the bake sale will move back to the kitchen and Rife area, with a door opened to connect directly to housewares and furniture to improve traffic flow.

Puzzles will be incorporated into the housewares section; books will no longer be accepted — residents are encouraged to donate unwanted books elsewhere.

Volunteers are always needed. Residents are welcome to contact Terry for access to furniture/housewares outside of fair dates.

Anne Swenson received recognition for her outstanding contributions to the fair.

6. **Campus Outreach (A)** – Claire Powers, Chair

Vacancies and moves as of March 31st:

- Central Center Rental: 0 contracted, 0 available, 0 moves.
- Court Apartments: 1 contracted, 8 available, 0 moves.
- West Apartments: 3 contracted, 1 available, 2 moves.
- East Cottage: 2 contracted, 0 available, 1 move.
- West Cottage: 0/0/0. State Home: 0/0/0.

Resident Count as of March 31st:

- Assisted Living: 98
- Skilled Nursing: 67
- Independent Living: 488
- Total: 653

7. **Courtesy (A)** – Kay Hess, Chair

Twelve get-well cards and one sympathy card were sent in March.

8. **Dining Services (C)** – Judith Sommer and Ann Swenson, Co-Chairs

Report deferred to next meeting to allow new leadership time to settle in.

9. **Facilities (C)** - Barb Bankard, Chair

The Facilities Committee met on March 26th.

Highlights:

- West Apartment Garage: Multiple issues discussed, including the transponder software problem. High-efficiency LED lighting upgrades are complete. Cleaning is scheduled. Management is addressing accumulated stored items.
- Atlantic Landscaping: A productive meeting was held prior to the Facilities meeting. Concerns about mulching, tree removal, and spring cleanup were addressed. Spring cleanup began the following day, starting with the East end as requested.
- East Cottage Insulation: A capital project is being evaluated on a cottage-by-cottage basis using energy cost data collected from residents.
- Completed repairs: A reminder that when items like garage doors are repaired, communication to residents about the fix needs to improve so residents know the issue has been resolved.
- A Sodexo representative attended the resident coffee; Kim requested he hear directly from residents about energy concerns.

10. **Garden Club (CL)** – Cindy Lindsay, Chair

The club met on March 31st to discuss weed and deer control in the garden. Several members presented excellent power point presentations. The club voted to seek approval from Bethany Administration for improving the fencing around the perimeter of the garden area to discourage the deer. The club also agreed to donate \$100 to the

Woodshop for some work they have done for us and to donate \$200 to Bethany Village Care Assurance.

There are still regular plots available as well as individual areas approximate 4 by 4 feet for residents and associates that just want a small area for a few individual plants. Contact Cindy Lindsay if you are interested in either. She encourages everyone to enjoy this beautiful space.

11. History Committee (C) – Joan Bretz, Chair

No report this month. Work on the history book is ongoing.

12. IT (A) – Maria Laterra, Chair

Normal concerns addressed in the West Lab. The committee is working to move computers to the new library by the end of the week. A previous proposal to dissolve the IT Committee was discussed but met with pushback; the committee will continue to function. Volunteers continue to make house calls on Wednesdays

13. Landscape (C) – Maggie Pepe, Chair

The Landscape Committee met March 18. We discussed the method and app we will use when we begin the survey of the major plantings. The original landscape plans have been located. Not surprisingly some ‘planned’ plantings appear not to have occurred. Our goal is to identify what is currently here, what needs remediation and what gaps exist.

14. Library (C) – Ellie Meadowcroft, Chair

Books are being moved from the West temporary location to the permanent East location this week. IT support will be completed by the end of this week. The library should be open for business April 6th.

15. Model Railroad (CL) –Bob Schmauk, Chair

On March 5th, several Club members visited the sprawling model train layouts at Masonic Village in Elizabethtown, PA. An extremely impressive display of all train gauges are represented there.

A beautiful collection of railroad art prints was donated by Nancy Wilson. These prints depict railroad scenes across Pennsylvania and neighboring states. It is the Club's intention to frame these prints and display them in the future train room (present location of the Beauty Salon) and/or in hallways.

Additionally, the Club received from Ann Swenson a large collection of various scale locomotives, rolling stock, track, scenic items, and accessories.

The Club is looking forward to acquiring the present Beauty Salon rooms on the lower level. The Salon will be moving to a new location in the new Phase III area. This will serve as the Club's future train room, displaying various layouts and also providing for some needed operating and storage space.

In May, we will once again be starting up the outdoor trains and trolley at Martha's Garden for the enjoyment of the Oaks residents throughout the summer months.

16. Nominations Committee Joan Bretz, Chair

No report.

17. Program (C) – Ann Swenson, Chair

- (1.) Monday May 4 - Star War Social Rife Center.
Time is from 12:00 until 2:00pm.
- (2.) Wednesday May 6 - Harrisburg Senators Game - City Island.
Bus will leave West @ 10:00am. & East @ 10:10am.
- (3.) Tuesday May 12 - Infusions Restaurant - Lancaster.
Bus leaves East @ 10:05am. & West @ 10:15am.
- (4.) Wednesday May 13 - Rat Pack Live - Dutch Apple - Lancaster.
Bus leaves West @ 10:15am. & East @ 10:25 am.
- (5.) Sunday May 17 - Sabrina Fair - Oyster Mill Playhouse.
Bus leaves East @ 1:15 pm. & West @ 1:25 pm.
- (5.) Friday May 29 - All Shook Up - Dutch Apple. Lancaster.
Bus leaves East @ 10:15 am. & West @ 10:25 am.

Don't forget the Babes Breakfast - Bistro -
Call for Reservations @ 717-591-1023.

Also Studs Breakfast - May 27 - Call for Reservations @ 717-591-1023.

18. Remembrance Garden (A) – Dale Meadowcroft, Chair

Four new bricks and three replacement bricks were ordered in early April. Currently expecting to install in early May.

19. Spiritual Life Enrichment (C) – Nessie Kind, Chair

Welcome to Nessie Kind, the new Chair of the Spiritual Life Committee. Nessie is a West Apartment resident whose husband was a Methodist pastor, and her daughter is currently a Methodist pastor. She has been involved with the committee since her arrival at Bethany Village.

- Communion is held the first Sunday of every month and requires nine volunteers; other Sundays require three. Volunteers are needed.
- Chaplain Laura was praised for her strong start, including excellent leadership during Lent and Easter services.
- The committee gives all collected funds to the community; \$800 was distributed to 10 local agencies at Christmas.
- A Scoop article will be submitted to seek volunteers for communion, greeters, and other roles. Nessie was encouraged to contact Trudy and to reach out to new residents.

20. Volunteer Support (C) – Carol Owen, Chair

Several residents have become new Caring Friends this month. There is continued need for more Caring Friends to visit residents in MapleWood and The Oaks. Flyers are available in the mailroom. Contact Trudy Lubbers to volunteer.

21. Wellness (C) - Ed Stevenson, Chair

The Well-Being Center is excited to host our 2nd Pump it for Parkinson's Event this Thursday, 4/9 from 7am-5pm in the fitness center. There's still time to sign up for a time slot to join us in the fitness room to "pump it" on a NuStep and help us reach our

community goal of 215,000 steps to raise awareness for Parkinson's disease. That same day from 12-1pm, some of our Bethany Boxers and associates will participate in a Fight Back Fundraiser to benefit Rock Steady Boxing by unleashing as many punches as they can in 1 minute! There is still time to sponsor your favorite boxer or make a single donation to the Bethany Village team, please reach out to the Well-Being Center team for more information. Bethany Games registration has gone out, please make sure to turn in your registration form by 4/13 in order to guarantee a shirt. There is a lot more to come for the summer months, so keep an eye out for more information to come!

22. Wood Shop (A) – Paul McCusker, Chair

Woodshop members were busy repairing lamps and furniture for residents and making items for sale. Income from services and items sold (not including the Village Fair): \$220. Expenses for supplies (wood filler, paint, washable air filter): \$212. The club thanks John Wolf for donating a new bench grinder to replace one with a failed motor.

Old Business:

Dale Meadowcroft

- The status of the Committee Activity and Clubs Report.
The status report on committees and clubs is nearly complete. A few groups still need to provide meeting times. The Secretary will follow up by phone to collect missing information.
- Facilities schedule
Updates were covered under Kim's report. Ongoing work to clarify long-range capital plans continues.

New Business:

Dale Meadowcroft

- Kayla Shirk - Belonging Council.
Kayla presented on behalf of the Belonging Council, which has been active for approximately two and a half to three years. The council was initially focused on associate belonging and inclusion and has since expanded to encompass a full spectrum of diversity and well-being.

Background & Structure

The council meets the first Thursday of every month at 2:00 p.m. in the West Education Center.

Current membership: 8 associates. The chair position is currently vacant; a vice chair and secretary (Kayla) are in place.

Kayla serves as HR Generalist, regional chair for Pennsylvania, and liaison to the system-wide council.

Past Events

Diversity Talent Show: First major event, featuring singing, dancing, juggling, and other performances by associates of diverse backgrounds.

Hispanic Heritage Month: A Spanish food truck, Latin music, dance lessons, a scavenger hunt, and raffle baskets were featured.

Upcoming Events

April 22nd — Sustainability & Stewardship Event (11 a.m.–1 p.m., East Breezeway): Featuring tables from the ecology team and partner organizations, “blind date” repurposed books, recycling materials, and organic giveaways.

May — Planned activities include mindful meditation with Chaplain Laura, a dementia awareness presentation (with experiential goggles) from a local hospice partner, and a presentation on generational stereotypes and how to work past them. Articles on mental health awareness will be submitted to the Scoop and the HR newsletter.

Resident Involvement

The Belonging Council is actively seeking greater resident participation. Residents may:

- Provide input during monthly committee meetings;
- Volunteer at events; or
- Propose and help plan events.

Communication Improvements Discussed

- Flyers will be made more clearly open to residents in mailroom bulletin boards.
- Events will be posted to Channel 956 in addition to Icon.
- The President will include Kayla’s materials as attachments to the meeting minutes, which reach all independent living residents.
- Trudy Lubbers was identified as a good contact to help expand resident outreach.

Dimensions of Belonging

Kayla shared a framework on the dimensions of belonging, noting that diversity extends well beyond the commonly recognized primary dimensions (age, ethnicity, gender, physical and mental ability, race, sexual orientation). Secondary dimensions — such as educational background, family status, geographic origin, language, military status, recreational habits, religion, and work experience — represent a rich diversity present in the Bethany Village resident community. Organizational and era dimensions were also discussed. A copy of the framework was provided to the President for attachment to the minutes.

- **Treasurer Election**

After being examined by the Executive Committee, Steve Foreman was submitted to the full Residents' Council for election as Treasurer.

The election was unanimous.

- Secretary Election.
After being examined by the Executive Committee, Joe Harris was submitted to the full Residents' Council for election as Secretary.
The election was unanimous.
- PARCR Advocacy
PARCR in partnership with Leading Edge, PA, has analyzed the budget proposal of Governor Josh Shapiro and determined that important funding, policy, and dollars for nursing home care are not included. We are being urged, as members of the PARCR community, to communicate with our elected officials. Please see the attached extract from PARCR Post with full details.
- PARCR registration
Registration follows the organization's fiscal year, July 1st to June 31st. Membership applications are available on the website at www.parcr.org.
- Resident Social July 6th 2-4pm
The Residents' Council is sponsoring the social July 6th from 2 to 4 p.m. in honor of the 250th anniversary of our country. Weather permitting, it will be held in Martha's Garden; otherwise, it will be in the Rife Center.

Announcements:

Next Executive Committee Meeting: Tuesday, April 28th, 2026, 1 p.m.

Next Residents' Council Meeting: Tuesday, May 5th, 2026, 9:30 a.m.

Adjournment:

There being no further business to transact, President Meadowcroft called for a motion to adjourn.

Motion: Bob Regan Seconded by: Tony Wright

Respectively submitted.
Jo Harris, Secretary.



Residents' Council of Bethany Village

Statement of Activity

January - December 2026

	TOTAL
Revenue	
13200 Investments - Interest	
13202 Money Market	254.11
Total 13200 Investments - Interest	254.11
46500 Fund Raising	
46510 Jewelry	1,715.75
46540 Baked Goods	1,420.25
46550 Craft Sales	2,296.24
46570 Knitting Sales	1,085.00
46580 Woodworking Sales	521.85
Total 46500 Fund Raising	7,039.09
Total Revenue	\$7,293.20
GROSS PROFIT	\$7,293.20
Expenditures	
65000 Operations	
65060 Website Support	29.95
Total 65000 Operations	29.95
67000 Fund Raising Expense	
67040 BV Fair Expenses	601.93
Total 67000 Fund Raising Expense	601.93
68000 Budgeted Expense	
68005 Advertizing	287.45
68055 Computer Supplies	334.81
68060 Courtesy Activities	23.06
68070 Craft Supplies	73.20
68110 Knitting	64.51
68120 Library Books/Supplies	454.94
68150 Music	73.49
68151 Combined Chorus	239.70
68153 Men's Chorus	235.50
Total 68150 Music	548.69
68170 Woodworking Supplies	438.28
Total 68000 Budgeted Expense	2,224.94
QuickBooks Payments Fees	80.00
Total Expenditures	\$2,936.82
NET OPERATING REVENUE	\$4,356.38
NET REVENUE	\$4,356.38



Residents' Council of Bethany Village

Statement of Financial Position

As of April 7, 2026

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
11000 Members 1st - Checking	27,870.25
11010 Members 1st-Money Market	120,938.95
11020 Members 1st-Savings	5.01
Total Bank Accounts	\$148,814.21
Total Current Assets	\$148,814.21
TOTAL ASSETS	\$148,814.21
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
12050 Peoples1662 Main	326.38
Total Credit Cards	\$326.38
Other Current Liabilities	
80010 Art Fund	4,060.23
80020 BVRC RR Fund	4,718.76
80030 Garden Fund	3,044.71
80040 Vespers Fund	3,255.87
80050 Woodshop Fund	650.00
80060 Library Fund	2,221.67
Total Other Current Liabilities	\$17,951.24
Total Current Liabilities	\$18,277.62
Total Liabilities	\$18,277.62
Equity	
33000 Unrestricted Net Assets	126,180.21
Net Revenue	4,356.38
Total Equity	\$130,536.59
TOTAL LIABILITIES AND EQUITY	\$148,814.21



Joan W. Martin
PARCR Legislative Affairs Director
legislative@parcr.org

Budget and Advocacy

State Budget 2026-2027

On February 3, 2026, Governor Josh Shapiro delivered his proposal for the state fiscal year that begins on July 1. Information about the spending plan is found on the [Office of the Budget](#) webpage. Budget hearings have concluded and The General Assembly has returned to voting sessions.

Our advocacy partner, LeadingAge, PA, has analyzed the proposal and determined that important funding policy and dollars for nursing home care are not included. PARCR urges its members to communicate with their elected officials and encourages the use of Voter Voice, at this [link](#).

PARCR has developed language for customizing the messages to reflect the CCRC stakeholder viewpoint. Message 1:

“As a stakeholder in a Life Plan Community (also known as a Continuing Care Retirement Community or CCRC) I understand the critical need to stabilize and ensure the viability of nursing home care in CCRCs in Pennsylvania. I see a dire need for additional support for the state’s mission-driven nursing home providers who dedicate their careers to serving individuals like me, both now and when future care needs arise.

I am writing to urge you to support the establishment of a Budget Adjustment Factor (BAF) floor of 0.84, which, based on current

cost report and case-mix data, would require approximately \$274 million (annualized) in the FY 2026-27 state budget.

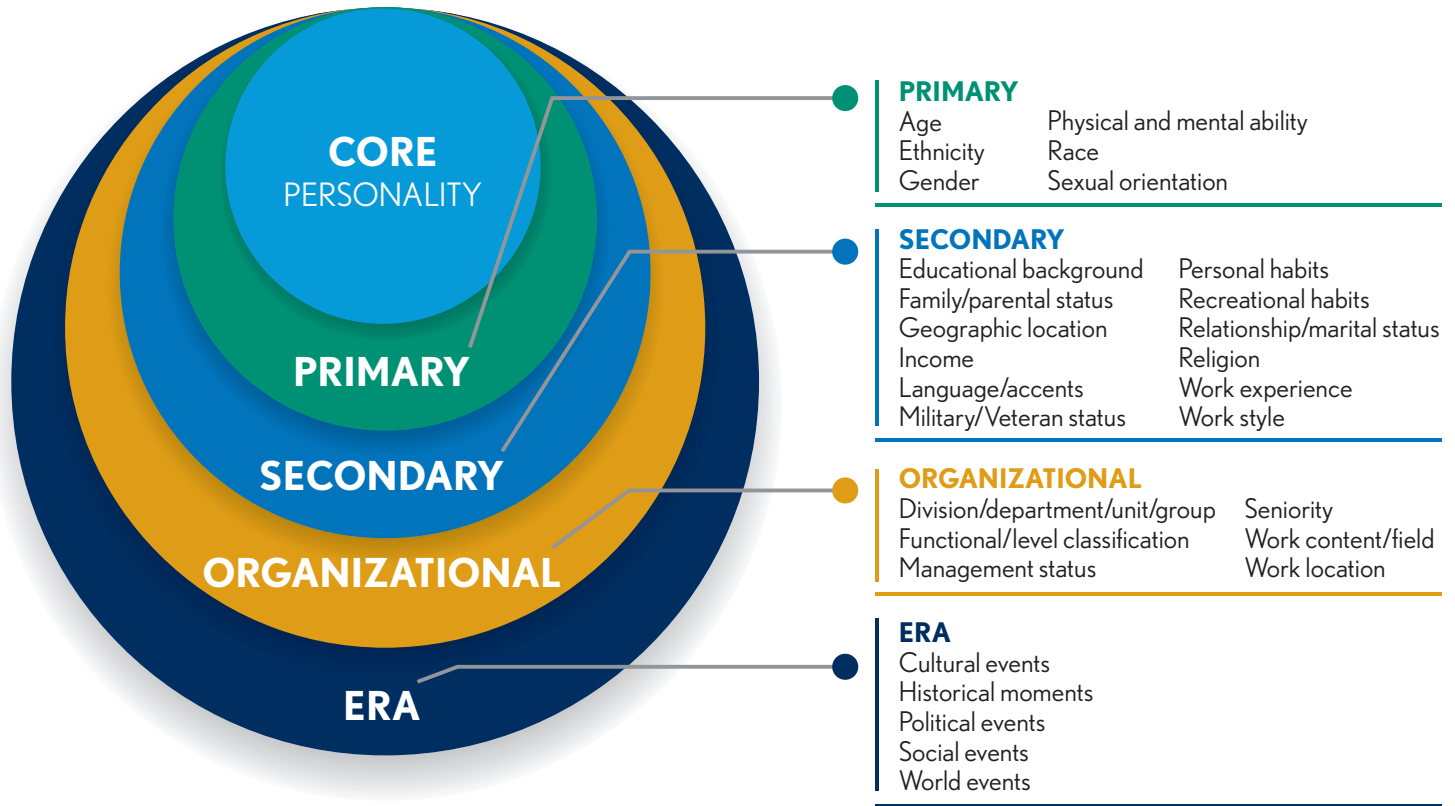
Due to the current environment in the aging services sector, some CCRC providers are being forced to make difficult decisions about census and admissions, jeopardizing access to care. Insufficient Medicaid reimbursements combined with rising costs and workforce barriers make the situation even more challenging. Providers are simply being forced to do more with less, and the burden to cover funding gaps falls to the CCRC residents. This adjustment is essential to prevent gaps in care that I, like thousands of others, depend on being there as an important part of the CCRC continuum of care.

Please support establishing a 0.84 floor for the BAF and adequately reimburse nursing home providers for the care they provide. Stand with us and protect nursing home care in Pennsylvania—our future and wellness depend on it. **To that end, I have included a link (<https://bit.ly/3OJdHFO>) to a template letter of support you can send to your Leadership and Appropriations Committee Chair in support of increasing Medicaid payment rates for nursing homes in the FY 2026-27 state budget.**

Thank you for your consideration of this critical request”.

Message 2 is identical except for the bolded sentence. (continued on page 6)

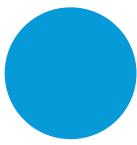
Dimensions of Belonging



Asbury encompasses a diverse portfolio of senior living communities, supported by ThriveWell Tech as a key business line. Associates come from various backgrounds and locations worldwide, united by our mission to explore possibilities for those we serve to live their best lives. To enhance our mission and foster a sense of belonging for all associates, we use these dimensions to acknowledge the characteristics that make us similar and different, and to understand how we and others perceive the world.

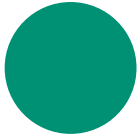
Adapted from the Diversity Wheel developed in 1990 by Marilyn Loden and Judy Rosener, this is a research-based framework for thinking about the different dimensions of diversity within individuals and institutions

See reverse 



CORE

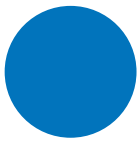
At the heart of each individual is one's personality. This is the intrinsic essence with which one is born and is difficult to change.



PRIMARY

The Primary layer focuses on primary individual characteristics that are central to our personal experience. These dimensions often have a lasting and direct influence on our lives and are typically the aspects with which we most closely identify. Many of these characteristics are inherent or present at birth, though some may evolve over time. Our understanding of these dimensions is often shaped in childhood and continues to impact our sense of identity. These include:

- Age
 - Ethnicity
 - Gender
 - Physical and mental ability
 - Race
 - Sexual orientation
-

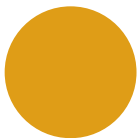


SECONDARY

Secondary dimensions can change throughout one's life and shape one's perception of the world. These dimensions involve a greater degree of personal choice and self-determination, although societal and structural barriers may affect the extent of this control. They are largely influenced by individual choices and reflect what is important to us. Secondary dimensions include:

- Educational background
- Family/parental status
- Geographic location
- Income
- Language/accents
- Military/Veteran status
- Personal habits
- Recreational habits
- Relationship/marital status
- Religion
- Work experience
- Work style

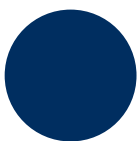
These dimensions often change over time and influence our daily experiences. Our primary dimensions interact closely with our secondary dimensions. For example, one's gender (a primary dimension) can impact their income (a secondary dimension).



ORGANIZATIONAL

Organizational dimensions reflect an individual's work experience and are shaped by the organization they work for and their role within it. These dimensions influence how individuals work and connect with others across the Asbury system. This layer emphasizes the impact of external factors on an individual's opportunities and challenges. By considering these external dimensions, organizations can identify and address systemic barriers to ensure equal access to resources and opportunities for all individuals.

- Division/department/unit/group
 - Functional/level classification
 - Management status
 - Seniority
 - Work content/field
 - Work location
-



ERA

Era dimensions represent significant events and life experiences that shape who we are and how we interact with life and others. These are influenced by the time period in which we grew up and live.

Examples include:

- Cultural events
- Historical moments
- Political events
- Social events
- World events