

Waterman Village  
**Town Hall Meeting**  
 Garden of Life Fellowship Hall  
 Wednesday, July 23, 2025

**Present:** Andrew Dujon, President/CEO, David Larson, Vice President/CFO, and Alvin Smith, Director of Facilities Services.

After the Pledge of Allegiance was recited, Andrew Dujon began the Question-and-Answer period in the order in which the questions were received.

**Announcement**

(Andrew) Before we proceed with today's agenda, I would like to take a moment to address an incident that occurred earlier today involving one of our residents from Springwater.

- This resident was able to leave the building and made their way into the lake. Thankfully, one of our team members—Ruben, from our maintenance staff—was on the second floor at the time, saw what was happening, and immediately ran outside. He entered the water and safely brought the resident out. We are very fortunate and deeply grateful to report that the resident has been medically evaluated and given a clean bill of health. There is an ongoing internal investigation into how this incident occurred, and while I am aware that rumors tend to spread quickly around campus, I want to focus on a few key points: **The resident is safe. Our team responded quickly and effectively to bring the situation under control. We are committed to doing everything possible to ensure the safety of every resident.** Out of respect for privacy, we will not be sharing the specific details surrounding the incident, and most of those details will remain confidential. What we will share is our continued dedication to resident safety and the measures we are evaluating and implementing as a result. Finally, I would like to commend Ruben for his heroic actions. His quick thinking and willingness to act made all the difference today, and we are proud to have him as part of our team.

**General Waterman Village**

- What percentage of Edgewater residents are Medicaid-supported? What other Waterman facilities receive Medicaid benefits?

**Ans.** Approximately 50% of the resident population at Edgewater is currently Medicaid-supported. Edgewater operates under a Certificate of Need (CON), which requires a certain percentage of the population to be Medicaid-eligible—typically around 32–34%, as mandated by the state. Bridgewater also accepts Medicaid; however, the number of residents utilizing Medicaid services there is significantly lower—fewer than 2% of the population.

- Given the significant Medicaid funding cuts included in the new tax bill, scheduled to take effect in January 2027, what impact do you anticipate this will have on Waterman's financial position, and what steps are being taken to proactively mitigate these effects?

**Ans.** At this time, no specific decisions have been made regarding Medicaid reimbursement for 2027. While the recent tax bill does reference significant Medicaid cuts, it does not provide detailed information about how those cuts will affect services for the elderly in 2027. We are closely monitoring this situation in partnership with our advocacy organizations, including Leading Age, as well as our accounting firm, MSL. We will be prepared to pivot if necessary, should significant cuts be made to our

budget. It is essential to note that skilled nursing care is a costly service. While we strive to increase our Medicare managed care and private pay population, many individuals eventually exhaust their resources and rely on Medicaid as a critical safety net. This is a dynamic that we continually balance, and we will continue to plan proactively as more information becomes available.

- I understand that it is now possible to purchase a unit in the Oaks for \$6,000 and then pay the balance of the deposit once the funds become available. How does this affect those who have left watermen and are waiting for their refund?

**Ans.** I believe the numbers presented may not be entirely accurate as stated. However, I can clarify that in situations like this, there is not a one-to-one refund structure for individuals who entered under a life lease and whose unit is later reoccupied by someone under a straight rental agreement. In these cases, refunds are typically tied to the next individual who enters the community under a life lease—not a rental. This process applies only to a specific group of residents and does not affect the entire community. I strongly encourage the person who submitted this question to contact Mr. Larson, our Chief Financial Officer, directly. He can review the individual circumstances and provide specific guidance, as this is not a one-size-fits-all situation.

- We have observed an individual repeatedly wearing logo T-shirts to Savor for weekday dinners and Sunday brunch. This raises a question about the current attire policy—is it still intended to be enforced, and if so, who is responsible for that enforcement?

**Ans.** We have a clearly defined dress code policy, and everyone must adhere to it. If anyone does not have a copy, we are more than happy to provide one. Likewise, if someone is intentionally disregarding or trying to circumvent the policy, we are also open to having a respectful and constructive conversation with that individual to help clarify expectations. If you encounter someone who consistently fails to follow the dress code, please do not hesitate to contact Resident Relations. Rosa and her team will gladly speak with that individual discreetly and privately, ideally in the comfort of their own home, to avoid any embarrassment. Let me also clarify: Waterman Village did not create these dress code requirements. They were established by the Culinary Committee, which is made up of your fellow residents. Our role is to uphold and support the decision that the group made.

- A neighbor friend in the Oaks with outdoor parking had a bad experience when squirrels or other animals got under the car and ate the insulation of the wires. Costly repair. Have any other residents with outdoor parking reported a similar issue? Do you have any suggestions to prevent this from happening?

**Ans.** This is not the first time this has happened. It has been several years since a similar incident occurred, but I do recall it happening in the past. Unfortunately, it is not uncommon for squirrels/rodents to find their way into the underside of vehicles and chew on wiring—much like they sometimes damage Christmas light cords. While it is an unusual and frustrating issue, we will revisit whether there is anything further we can do to help minimize the risk.

- We now use Voice over Internet Protocol through Comcast for our telephone service. Will we get Voice over IP telephone service through Spectrum? If yes, will we need to get a new telephone number?

**Ans.** Yes, you will be able to use Voice over IP with the new spectrum system. Additionally, you can port your phone number over, and your existing number should also transfer. Spectrum typically charges around \$20 to \$25 per month for that service.

- Please announce to all residents, guests, and staff who use motorized bicycles to stop at all stop signs. I have witnessed a couple of different folks run right through, and they can easily be hit by a car.

**Ans.** I am happy to include a reminder in this week's memo about these ongoing concerns.

- Can you please let us know exactly when you plan to have the Oaks walking trail fully restored to a safe, attractive, and comfortable condition—one that truly supports the enjoyment and health of all our residents? We are specifically asking for a comprehensive restoration—not temporary patches or partial fixes.

**Ans.** The walking trail at the Oaks was originally designed as a nature trail. Over time, we paved it to make it more accessible to a wider range of residents. Some patchwork has been done, and in many areas, it has helped maintain basic accessibility. However, we recognize that there are still sections where the roots are causing uneven surfaces and disrupting the paved path. We do not currently have a specific plan in place to fully repave the entire trail. That said, we understand the concerns and know this is something we need to stay on top of. One of the more recent enhancements was the addition of boardwalk sections to cover the worst areas affected by roots. This approach has been relatively successful, and we may consider expanding on it as a practical solution to enhance safety and comfort without compromising the natural appeal of the trail.

- Is it feasible to petition the Mount Dora City Council to install stop signs at our two entrances on Donnelly, one to the Oaks and one to Lakeside? Currently, it is unsafe.

**Ans.** We did request a four-way stop at the start of the Lakeside construction project, but that request was declined. At the same time, we also asked about the possibility of adding a traffic light, and that too was denied. As a result, we intentionally offset the entrances to help reduce the risk of direct, opposing traffic as vehicles enter and exit the community. That said, with traffic steadily increasing—and expected to continue doing so due to the extensive development happening around us—it makes sense to reopen the conversation. There is no reason we cannot revisit the issue with the city and ask if there are any plans to help improve or manage the traffic flow along Donnelly. I will reach out to the city again to inquire whether there are any updated plans or solutions being considered to address the ongoing traffic concerns on Donnelly Street.

- At the resident council meeting today, Monday, July 21, it was stated that rehabbing empty homes takes up to six months. What is Waterman Village doing to shorten this period, as an empty unit does not generate any income revenue? It appears that an additional cost to expedite this construction time would more than offset the lost revenue of having the unit unoccupied.

**Ans.** I completely agree—and I have had several conversations with our team about the importance of not being penny-wise and pound-foolish in situations like these. We have also encountered challenges with some of our outside contractors. To address these concerns, we have developed a comprehensive task list and a detailed, bullet-pointed process for both the Facilities and Marketing teams to follow. This will help ensure that unit turnovers are handled more efficiently and with better accountability. We are committed to reducing the rehabilitation window to 90 days or less.

- Andrew, I am unsure if you remember our discussion about fire hydrants 10 years ago. I do think it is the responsibility of the Mount Dora Fire Department. Additionally, the roof of the big bus needs to be cleaned; that was also a 10-year-old discussion.

**Ans.** I will be honest—I do not recall a discussion about a fire hydrant from ten years ago. If someone out there remembers the specifics, I would appreciate a reminder so we can revisit the topic and address it appropriately. Regarding bus and vehicle cleanliness, yes—we can certainly look into ensuring that all our vehicles are cleaned regularly. Alvin recently shared a list with me outlining the current challenges within our transportation fleet. We are actively reviewing those concerns and are beginning to plan for the necessary vehicle upgrades as part of our 2026 capital improvements to meet the community's needs.

- I have been trying to get my drip irrigation system at Lakeside repaired since April, and despite repeated follow-ups, the issue remains unresolved. I have received different explanations from various individuals, but the common thread seems to be that the staff at Waterman lacks the expertise to repair or maintain the system properly. With that in mind, I have to ask: why can't Waterman bring in professionals who understand the system to either fix it or train our existing staff on how it works? As it stands now, the approach appears to be letting plants die when the system fails, which only worsens over time as more areas break down, leading to a greater loss of landscaping. Allowing things to deteriorate further does not make sense, especially when there are options available to preserve and protect the investment already made in the community's landscaping.

**Ans.** I agree with your concern, and I want to acknowledge that irrigation has been a challenge at both Lakeside and The Oaks. That said, I believe we currently have a knowledgeable irrigation technician on our team. In addition, we collaborate with TNT for many of our landscaping and grounds services, and we rely on their expertise to support areas where additional help is needed. Part of the problem is the extreme heat we are experiencing—conditions are such that even when we water plants in the morning, they may still wither by afternoon. When we encounter issues that our team cannot resolve internally, we do bring in outside experts to support and guide us. We remain committed to improving conditions wherever possible and will continue to seek solutions that help preserve the integrity of our landscaping.

- The pool deck at Lakeside gets a great deal of sun throughout the day, making it uncomfortable for extended use—especially during peak hours. I want to suggest installing a couple of lightweight triangular shade sails above the deck area to provide some relief.

**Ans.** We can look into that. If installing shade sails is not feasible, we could explore placing some large umbrellas around the pool deck as an alternative. That would still provide residents with the option to sit in the shade and enjoy the space more comfortably during the hotter parts of the day. Either way, we will consider what is most practical and beneficial for enhancing the usability of the Lakeside pool area.

- It was brought up today that Culinary is currently over budget. Previously, we were informed that various changes—such as menu modifications at Savor—were resulting in cost savings. At that time, we were also informed that items such as sea bass, scallops, duck, and other premium offerings would be returning to the menu. Now, we are being told that it is no longer the case. Could you please clarify the situation? Specifically: Is Culinary currently over budget? If so, what led to that overage? How do those financial realities affect the previously communicated plans to reintroduce certain menu items? We would appreciate a clear and transparent explanation so that expectations can be aligned moving forward.

**Ans.** Currently, the Culinary Department is running \$68,100 under budget year-to-date. I am unsure where the information about them being over budget originated. However, I reviewed the June financials just before coming here, and I can confirm that the department remains significantly under budget. Regarding upcoming menu items, I do not have specific details on what is planned. The Culinary

Team works closely with the Culinary Committee, which is kept informed of proposed menus and offerings. Regarding the suggestion of an independent review of culinary spending, again, given that the department is under budget, there does not appear to be a fiscal concern at this time. I would also note that earlier today, I spoke with several residents who felt the quality of the food has improved—particularly considering the challenges of operating out of the card room in a to-go format while the main dining room is closed. They shared positive feedback regarding both flavor and overall quality. I assure you that we remain committed to continuous improvement and delivering the best possible experience.

- Is it possible to get a weekly menu of the buffet items at Savor?

**Ans.** I will research that and see.

- We have occasionally used the meal delivery service, sometimes for health-related reasons, and sometimes for scheduling reasons. I hope that this service continues after the renovation. Will it be continued?

**Ans.** Yes, we will continue with meal delivery services after the renovation.

- On June 22, I sent an email regarding the unsafe conditioning of the brew bar floor. Andrew wrote back and said he would look into it. I have not heard anything since then. My question is, is there a plan to make the blue bar brew bar floor safe for walking?

**Ans.** I do not believe this is one of those situations that affects everyone, but it is a challenge for some. What we have been exploring is whether there is a way to smooth things out a bit more while still preserving the overall look and aesthetic appeal of the area. Unfortunately, we have not yet identified a vendor or solution that can help us achieve that balance. However, we will continue to explore all available options to make the area as safe and accessible as possible for everyone.

- Dining Dollars & Meal Credit Program: Clarification and Purpose

**Ans.** (David L.) First, I want to briefly touch on the survey we sent out earlier this year regarding meal credits. The reason we conducted that survey was due to the current complexity in our billing system. As it stands, when a resident goes on vacation for 14 or more consecutive days, they receive a meal credit for the entire duration, including the first 14 days. This primarily benefits our snowbirds and residents who take extended trips.

However, for residents who are hospitalized or in the Health Center, there is no 14-day waiting period—credits begin immediately for any days spent in those facilities. The core issue is that the vacation credit process is entirely manual. Our team must track when residents leave, calculate the number of days, determine the credit amount, and manually apply it. That takes considerable staff time and increases the potential for errors. The alternative we explored through the survey was a census-driven model—essentially, if you're marked as off-property, the system would automatically apply a credit. This would create greater efficiency, reducing the need for manual intervention. However, based on the survey responses, we found that the change could disproportionately benefit residents who rarely or never leave for extended periods, while snowbirds would see a 30–40% drop in the value of their credit under the new system. While it may have generated more consistent credits for the majority, it would have significantly reduced fairness for the original group the program was designed to support. For this reason, we have decided to maintain the current vacation credit policy.

- If I do not use all of my dining dollars, why can't I get a refund?

**Ans.** Your dining dollars are not a cash value. They are a carved-out portion of your monthly service fee, designed not only to fund meals but also to encourage engagement, socialization, and community building. If we started treating unused dining dollars like cash and issued refunds, we would need to increase monthly service fees to cover the difference. To put that into perspective: A modest 25% refund across the board would result in a 3–4% service fee increase just to offset the loss of revenue. Additionally, the dining dollar model helps us staff appropriately. We must maintain a steady inventory of food, servers, cooks, and support staff in anticipation of expected participation. Without that structure, our ability to offer consistent quality and service would diminish.

More importantly, this program is about more than just meals—it is about your well-being. Dining together is one of the easiest and most enjoyable ways to create meaningful connections with your neighbors. According to the National Institute on Aging, social isolation is associated with a 50% increase in dementia risk, a 29% increase in heart disease risk, and a 32% increase in stroke risk. Another study from Perspectives on Psychological Science compares the effects of chronic social isolation to smoking 15 cigarettes a day. That is the deeper "why" behind this program—because connection improves health. Rather than viewing unused dining dollars as "money left on the table," I encourage you to see them as opportunities left unclaimed—to try a new dish, to share a table, to meet a neighbor, or to make a memory.

- The Residual balance not used? Does it go back to culinary or does it go to a general fund?

**Ans.** It is essential to recognize that dining dollars are not tied to a specific dollar amount or individual account. Rather, they are part of the overall operating budget—funded through your monthly service fee. These dollars do not go back to any one person or department if unused; they are simply a portion of the resources allocated to support the dining program as a whole. We need to maintain our staff, food supply, and infrastructure to ensure a consistent and quality dining experience. Because we are not open to the public, our pool of participants is limited to residents. That creates a unique challenge—we are operating a full-service dining program for a finite group of people, which requires careful financial planning and resource management. The dining program is a community-supported resource, and the value lies not just in the meals, but in maintaining a reliable, resident-centered service that supports well-being and social connection.

### **Additional Questions**

- Our work orders are now prioritized as one, two, and three scenarios, but I feel like they are going into a black hole and will never be completed.

**Ans.** (Alvin) Work orders are categorized into three priority levels—Critical, Medium, and Low:

**Critical** refers to life safety issues—situations that could potentially result in serious harm or even death within 24 hours if not addressed. These are our top priorities and receive immediate attention. **Medium** issues are still important and are typically addressed within a **72-hour window**, depending on workload and staff availability. **Low** priority work orders involve non-urgent matters—such as a single lightbulb being out when multiple fixtures are still functioning.

When lower-priority items seem to go unresolved, it's often because our teams are actively addressing **higher-priority, often HVAC-related issues**, which have become more frequent—especially during extreme weather, like we've experienced today. While it may feel like those lower-priority requests have fallen into a "black hole," I assure you they have not. They are simply being deferred to ensure **critical**

**safety concerns are resolved first.** We appreciate your patience and understanding as we work to address all requests as efficiently as possible.

(Andrew) When a request can't be fulfilled—for whatever reason—we must communicate that clearly, rather than leaving people wondering if their request was ignored or forgotten. Transparency is key. If a work request is not going to be completed, we need to inform the resident of the reason, so they are not left in the dark.

(Alvin) In the system, if you provide your email address, you should automatically receive notifications whenever there is a change or update to your work request. This includes reassigning the request or changing its priority status, such as moving from critical to medium or low priority. Please check your email regularly, including your spam or junk folder, as notifications may sometimes end up there. If you are not receiving any updates, please verify that we have your correct email address on file. Additionally, these notifications often include notes or narratives indicating the expected timeline, such as "we will address this next week," so you know what to expect.

- (Andrew) Is there a narrative in the response that says we are going to get to this next week, or anything of that nature?

(Alvin) If they put it in the comments? Yes, if they do not put it in comments, no.

(Andrew) There is always room for improvement, especially with our current work order flow process. Alvin and I will discuss this further to explore ways we can provide more detailed information and enhance communication around work order updates.

- How is the renovation going?

**Ans.** Regarding the Lodge renovation, the current status is as follows: Ceiling work and demolition have been completed. We are currently awaiting the mechanical, electrical, and plumbing drawings necessary to finalize the engineering portion of the scope of work. Once we receive those, we will be able to send the entire project out to bid. I have been assured that we remain on schedule to complete the renovation by November or December of this year, with the goal of finishing before Christmas. To keep things moving, we have already completed as much work as possible that does not require a full-scale bidding process. The remaining work—including flooring, fixtures, furnishings, equipment (FF&E), and painting—will require formal bids. We have identified five contractors who are ready to bid on the project, and we anticipate that the bidding process will take approximately two to three weeks. We expect to have the bids by mid-August and plan to move forward promptly thereafter. We are also coordinating the ordering of materials and equipment, as these tend to have the longest lead times and are critical to staying on schedule. Please note that the kitchen itself is not part of this renovation. However, we are including ceiling work behind the location of the buffet system to help reduce noise coming from the kitchen area, which should improve the overall dining environment.

- Are cleaning ceiling fans included in our bi-weekly cleaning or annual cleanings? Because mine have never been cleaned.

**Ans.** As of today, I can confirm that we will begin cleaning the ceiling fans as part of our regular maintenance routine. If we install ceiling fans in the units, it is our responsibility to maintain and keep them clean.

- Is there a plan to clean out or properly maintain the retention pond to ensure it functions as intended, especially with storm season approaching?

**Ans.** We will conduct a thorough inspection of all retention ponds and drainage systems throughout the community. We will ensure they are cleared out and functioning properly, especially as we prepare for the upcoming heavy rain season and potential hurricanes.

- When are the blinds to be cleaned and dusted? Is that once a month?

**Ans.** I must admit, I am not entirely sure. There is a wide variety of window treatments throughout the community—some residents have drapes, others have blinds, and some have plantation shutters. It varies significantly from home to home, so there is no one consistent standard across all units.

- The reason I am asking is that there is sometimes a language barrier. While my housekeeper is terrific and does a fantastic job, communication can be a bit challenging at times. I want to clarify: Is cleaning the blinds something she is responsible for once a month, or should I handle it myself? I want to confirm that we are on the same page.

**Ans.** If you ever encounter a language barrier with your housekeeper—and in most cases, this is likely related to Spanish—please do not hesitate to reach out to Plant Operations. They can send Griselle to assist. She can help translate and facilitate the conversation, and having her involved can help ensure that everyone is on the same page and that your requests are clearly understood.

- Is there any periodic inspection or maintenance, either internally or by an outside contractor, for the sprinkler systems in the homes?

**Ans.** Yes, there is.

Respectfully submitted,  
Ashley Morris, Admin Assistant/ Recorder