Dear Friends of Seabury,

This was another special year at Seabury. Phases B and C of our expansion plan really took shape over the winter months and is nearing completion at this writing. The Phase C Health Care addition was licensed and opened in November and the first new Residents of the Phase B, South Wing moved in December 11th. The new Charles and Ethel Larus short term rehabilitation wing was officially opened with a ribbon cutting on December 5th.

There is more work to complete in the South Wing and Bishops’ Chapel, and The Brewer and Davis skilled nursing centers and The Views have been reopened, showcasing a beautiful remodel to provide a more comfortable, innovative space for our residents in these areas.

Also during 2017, we accomplished a major remodeling of The Meadows including some reconfiguration of spaces as well as new furniture and finishes.

Seabury At Home continues its impressive growth in Hartford and New Haven counties and at year’s end had 180 members. The program’s steady growth is a tribute to its quality services and the desire of forward-thinking adults to protect their future by investing in it with a high quality provider of senior health and housing services. As in the past, Seabury continued its commitment to the community in several ways.

• Participation in the Chamber of Commerce Taste of Bloomfield and Business After Hours
• Continued Support of the Hartford Symphony
• Major sponsor of programs at Hill-Stead Museum
• Repurposed household appliances, cabinetry and other items through Habitat for Humanity’s ReStore in Bloomfield.

Seabury maintained excellent occupancy across the continuum during 2017 and, as of this writing, 88% of the units in the South Wing are reserved. As our current plan approaches completion, the Board of Directors has begun discussions regarding the next strategic plan in order to improve service offerings for current residents and build new and exciting programs for future generations of Seabury Residents and Staff.

I can’t finish my letter without recognizing the retirement of Seabury’s Chief Financial Officer, Steve Yanofsky. Steve served our community for 25 years and has begun an exciting new adventure. Also leaving us soon will be Margie Sullivan, Chief Operating Officer, and Senior Vice President of Health Services. We thank her for her many years of dedication to Seabury.

It is truly an exciting time at Seabury, a community with historic past and a brilliant future thanks to the spirit of its Residents, Staff and Board.

Sincerely,

Richard C. Heath
President & CEO
Dear Friends of Seabury,

In 2017, the Board of Directors continued to focus on our dedication to the current residents of Seabury as well as moving the community forward into a stronger future. Seabury is a vibrant life plan community that is strong organizationally and financially. We continue to embody the definition of a high quality life plan community.

This year we saw the dirt piles gradually become the new buildings that we all have eagerly anticipated. Week by week, the new apartments began to rise until they were prominent features as one drives toward Seabury on Wintonbury Avenue. One cannot miss our new apartment homes. Similarly, it was satisfying to watch the Health Center and new Rehabilitation wing come to fruition. The new independent living residences, health center, rehabilitation rooms, and the upgrades to assisted living and skilled nursing all contribute to a stronger and more vibrant community.

In addition to the enhancement and growth of the campus community, the Board of Directors took a long, careful look at the bylaws and the corporate structure of the Seabury family of companies. As a result of this review, the legal corporate structure of Seabury changed. Church Home of Hartford Incorporated (CHHI), is the actual corporate name of Seabury and has had the Episcopal Parishes of Hartford County as the sole member of the corporation since our inception. While historically this has been a functional way to manage our communities, the times required us to move into a more modern structure. A new Company, Seabury Incorporated, was created to become the sole Member for Church Home of Hartford. While CHHI has been the sole member for both Seabury At Home and the Seabury Charitable Foundation; Seabury, Inc. will become the sole member for all three corporations.

Seabury has a rich tradition as a faith based community. Our affiliation with the Episcopal Church in Connecticut is the cornerstone of both our founding and future. With the change in the bylaws the Bishop of the Dioceses of Connecticut is recognized as the Ecclesiastical Authority, an officer of the Board of Directors. As such the Bishop serves as the principal pastor to the Corporation and the chief liaison with the Episcopal Church. We thank Rev. Canon Wilborne A. Austin, Donna Galluzzo, and James Trail for their dedicated service in these recent years. Each has retired from the CHHI Board of Directors and has left a legacy with their hard work for our organization.

Finally, even with all of the activities for 2017 undertaken by the Board of Directors, we continue to look to the future and how to strengthen and see this wonderful community grow.

Yours,

Gale Mattison,
Chairman of the Board of Directors
Seabury | 2017 BOARD OF DIRECTORS

**Gale A. Mattison, Board Chair**
- Retired Executive Financial Officer, State of Connecticut
- Past Chief Fiscal Officer, Connecticut Department of Correction
- Past Yeast Member, St. James’s Episcopal Church, West Hartford
- Past Jr. Warden, St. James’s Episcopal Church, West Hartford
- Past Member, Board of Directors, University of Connecticut Health Care Finance Corp.
- Past Vice Chairman, Board of Directors, Connecticut Lottery Corporation
- Treasurer, Tibetan Terrier Club of America
- Veteran, United States Army 1968-1971
- Vice President, Board of Directors, Church Home of Hartford, Inc.

**Richard C. Heath, President**
- Executive Vice President/CEO, Seabury
- Licensed Nursing Home Administrator FL and OH
- Past Director, Armed Forces Retirement Home, Gulfport, MS
- Past Executive Director, North Florida Retirement Village, Gainesville, FL
- Past Vice President, New Business Development, Sears Methodist Retirement System, Athens, TX
- Past President/Management Consultant, Rick Heath & Associates, LLC
- Past President/CEO, Gulf Coast Village Retirement Community, Cape Coral, FL
- Past President, Rotary Club of Cape Coral, Fl
- Past member of American Association of Homes and Services for the Aging, House of Delegates
- Past member, AAHSA state affiliate boards in OH, MA, and FL
- Board of Directors, Seabury at Home, Inc.
- Board of Directors, Seabury Memory Care Center, Inc.
- Board of Directors, Church Home of Hartford, Inc.

**Jonathan A. Dixon, M.D., Board Vice Chair**
- Physician
- Director, Rheumatology Clinic, Hartford Hospital
- Assistant Clinical Professor of Medicine, University of Connecticut School of Medicine
- Past Major, U.S. Army Medical Corps
- Past Board of Directors, Hartford Healthcare Corporation
- Past President of the Medical Staff, Hartford Hospital
- Past Chief, Division of Rheumatology, Hartford Hospital
- Past Board of Directors, Hartford County Medical Association
- Past Chairman, Physician Health Committee, Hartford County Medical Association
- Past Chairman, Hartford Physician-Hospital Organization
- Past Member, Board of Directors, University of Connecticut Health Care
- Past President, Hartford Physicians Organization
- Past Board of Directors, Hartford Physicians Organization
- Past U.S. Army Europe, Consultant in Rheumatology and Immunology
- Board of Directors, Church Home of Hartford, Inc.; Chair, Health Care Services Committee

**William J. Thompson, Treasurer**
- Principal and Consulting Actuary, Milliman, Inc.
- Fellow, Society of Actuaries
- Member, American Academy of Actuaries
- Faculty Member, American Academy of Actuaries Life & Health Qualifications Seminar
- Facilitator, Society of Actuaries Fellowship Admissions Course and Association Professionalism Course
- Chairman, Insurance Board for Diocese of Connecticut
- Member, State of Connecticut Continuing Care Advisory Committee
- Former Yeast Member and Finance Committee
- Chairman, St. James’s Episcopal Church, West Hartford
- Past Board of Directors, Seabury Charitable Foundation
- Treasurer, Board of Directors, Church Home of Hartford, Inc.; Chair, Finance & Audit Committee

**Rev. Eric G. (Puck) Purnell, Secretary**
- Episcopal Priest
- Retired Rector of Old St. Andrew’s Church, Bloomfield
- Naval Aviator & Distinguished Naval Graduate
- Classroom teacher
- Founder, Oberon Small Business Computing
- Director of Annual Giving & Alumni Relations
- Secretary – Kent School
- Director of Development, Berkeley Divinity School & Yale Divinity School
- Author – A Seakayaker’s Trip Planner & Logbook; A Sampler of Poems; Mainely Poems; Through Mark’s Eyes as well as numerous articles and essays
- Builder of kayaks & carver of Greenland style paddles
- Sometime pilot of a 1941 J-3 Piper Cub

**The Rev. Rowena Kemp, Bishop’s Representative**
- An Episcopal priest serving as the Priest-In-Charge
- Grace Episcopal Church in Hartford, Rev.
- Member Parkville Community Association
- Board Member, Hartford’s South Park Inn
- Board Member, Berkeley Divinity School at Yale
- Bishop’s Representative, Board of Directors, Church Home of Hartford, Inc.
- Member, Worship and Spirituality Committee, Church Home of Hartford, Inc.

**Linda Berry**
- West Hartford Board of Education (1985-93)
- Board member of the Capital Region Education Council (1989-93, Chairman 1991-92)
- Board member of West Hartford Community Television (1985-2000, President 1996-98)
- In seven years at Seabury, has served as Chair of both the Hospitality and Communications Committees, Co-Chair of the Staff Appreciation Fund, Editor of Voices and The Buzz, and President of the Residents’ Association.
- Volunteer since 1962 and active with countless organizations, often as Treasurer and/or President
BRADFORD S. BABBITT  
• Equity Partner, Robinson & Cole LLP  
• Member, American Bar Association  
• Chair, Corporate Governance Committee, Section of Litigation, ABA  
• Federal Bar Council of the Second Circuit  
• Ranked in Chambers USA, and Benchmark Litigation  

RAYMOND MADORIN, DIRECTOR EMERITUS  
• Attorney in sole practice  
• President, Hartford County Bar Association 1989-1990  
• Former Vestry Member and St. Warden, St. James’s, West Hartford  
• Board of Trustees, Goodwin College (Chair of Finance Committee)  
• Treasurer, Farmington Exchange Club  
• Board of Directors, Seabury At Home, Inc.  

REV. GEORGE C. ROBERTS  
• Rector, St. James Parish, Farmington  
• Clinical Pastoral Education at Goodwin House and Bailey’s Crossing, Alexandria, VA  
• Companions in Mission, Episcopal Church in Connecticut  
• Master of Divinity, Virginia Theological Seminary  
• Assistant Professor of Theatre, the University of South Carolina, Culver-Stockton College  
• Master of Fine Arts in Theatre, University of Mississippi  

Craig Scott  
• BS in Managerial Finance from Babson College, Wellesley MA  
• MS in Operations Management from Rensselaer Polytechnic Institute, Troy NY  
• Graduate of the Pratt & Whitney Finance Leadership Program  
• Vice President & CFO of Windsor, CT based Aero Gear, Inc., a leading supplier to the global aerospace industry  
• Past Treasurer of Old St. Andrew’s Church in Bloomfield  
• Board of Directors, Church Home of Hartford, Inc., Finance and Audit Committee and Investment Committee  

John R. Waidsworth  
• IT Professional, Cigna Corporation  
• Past Operations Manager for Print to Mail & Administrative Services Budget Lead, State of Connecticut  
• Past Deck & Weapons Officer, USS Nashville  
• Past Warden, St. James’ West Hartford  
• Board of Directors, Church Home of Hartford, Inc., Building and Grounds Committee, Finance and Audit Committee  

MONIQUE R. POLIDORO, ESQ.  
• Partner, Rosin Nassau LLC  
• Chair, Professional Advisory Committee of the Hartford Foundation for Public Giving  
• Member, Estate & Business Planning Council of Hartford  
• Member, Connecticut Estate & Tax Planning Council  

Marnie W. Mueller, PhD  
• Retired Senior Vice President, Connecticut Mutual Life Insurance Co.  
• Retired consultant to the Episcopal Diocese of Connecticut for rector search and strategic planning  
• President of Trustees for Receiving Donations for the Support of the Bishop  
• Chair, Board of Directors, Institute for Community Research, Hartford  
• Trustee, Elizabeth Colby Bequest  
• Trustee, Calvin J. Kanjian Economics Foundation  

Richard E. Woodring  
• Bachelor of Science in Civil Engineering, Drexel Institute of Technology  
• Master of Science in Civil Engineering, University of Illinois  
• PhD in Civil Engineering, University of Illinois  
• Doctor of Engineering, Honorary, Drexel University  
• Emeritus Civil Engineering, Drexel University  
• Dean of Engineering Emeritus, Drexel University  
• Vice President Student Life, Drexel University  
• Honorary Member American Society of Civil Engineering  

The Reverend Canon Wilborne A. Austin, Bishop’s Representative  
• Vicar, St. Stephen’s Parish, Bloomfield  
• Member, Bloomfield Clergy Association  
• Board Member, Bloomfield Interfaith Community  
• Bishop’s Representative, Board of Directors, Church Home of Hartford, Inc.  

Dr. Donna R. Galluzzo  
• President, Corridor  
• President & CEO, HMS Healthcare Management Solutions, Inc.  
• Past President and COO, Connecticut VNA, Inc.  
• Board of Trustees, Chair and Executive Committee, Connecticut Business & Industry Association (CBIA)  
• Treasurer and Board of Directors, Women Organizing Women Political Action Committee  
• Senatorial Inner Circle, Presidential Task Force – participation  
• Board of Directors and Audit Committee, Protein Sciences Corporation  
• Board of Directors, Victim Rights Center of Connecticut  
• Corporate, Bristol Hospital  
• Corporate, Connecticut Community Care, Inc.  
• Past President, Board of Directors, Investment Committee Chair, Goodwin College Foundation  
• Board of Trustees and Executive Committee, Goodwin College  
• Board of Directors, Church Home of Hartford, Inc.  

Ron Theriault  
• Principal & Senior Business Development Associate, OneDigital Health and Benefits  
• Principal & Senior Consultant, Ovation Benefits  
• Vice President/Co-Owner, Associated Benefits, LLC  
• Underwriter, Corporate HealthCare Financing  

Harold L. Rives III  
• Certified Professional Accountant  
• Co-founder New England Guild Wealth Advisors  
• Past officer, United States Navy  
• Member, St. John’s Episcopal Church, West Hartford  
• Board of Directors, New Britain Museum of Art  
• Board of Directors, Connecticut Health Foundation  
• Board of Directors, Nutmeg Big Brothers Big Sisters  
• Board of Directors, VOCE, Inc.  

James A. Trail  
• IT Executive, Travelers Insurance Company, Retired  
• Colonel, US Army Reserve, Retired  
• Board Member, Wintonbury Land Trust  
• Past Board Member and Chair of Investment Committee, Christian Activities Council, UCC  
• Past Seabury Resident Council Treasurer  
• Chair, Seabury residents’ Finance & Budget Committee  
• Member, Seabury residents’ Building & Grounds Committee, Trusts Committee and Communications Committee  
• Past Chair, Seabury residents’ Trails Committee  
• Resident Director, Board of Directors, Church Home of Hartford, Inc., Chair, Investment Committee, member Building and Grounds Committee and Health Services Committee  

The Directors’ RETIRED IN 2017  
• Harold L. Rives III  
• Craig Scott  
• Monique R. Polidoro, Esq.  
• John R. Waidsworth  

Seabury | Annual Report 2017
### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$6,169,368</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>1,984,468</td>
</tr>
<tr>
<td>Inventory Food Service &amp; Health Care</td>
<td>40,701</td>
</tr>
<tr>
<td>Prepaid Expenses &amp; Tax Deposit</td>
<td>896,726</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>$9,091,263</td>
</tr>
<tr>
<td>Loans Receivable</td>
<td>$322,860</td>
</tr>
<tr>
<td>Trustee Held Assets</td>
<td>$32,411,710</td>
</tr>
<tr>
<td>- Endowment – Restricted</td>
<td>$375,577</td>
</tr>
<tr>
<td>- Endowment – Unrestricted</td>
<td>14,491,737</td>
</tr>
<tr>
<td>- Endowment – Cost to Market Adjustment</td>
<td>(106,042)</td>
</tr>
<tr>
<td>Total Endowment Funds</td>
<td>$14,761,272</td>
</tr>
<tr>
<td>Land</td>
<td>$4,429,495</td>
</tr>
<tr>
<td>Buildings</td>
<td>82,019,592</td>
</tr>
<tr>
<td>FF&amp;E</td>
<td>10,106,766</td>
</tr>
<tr>
<td>Accumulated Depreciation</td>
<td>(48,829,567)</td>
</tr>
<tr>
<td>Total Land/Buildings/FF&amp;E</td>
<td>$47,726,286</td>
</tr>
<tr>
<td>Construction in Progress</td>
<td>$57,516,651</td>
</tr>
<tr>
<td>Deferred Compensation Plan</td>
<td>$126,341</td>
</tr>
<tr>
<td>Beneficial Interest in Perpetual Trusts</td>
<td>$3,593,095</td>
</tr>
<tr>
<td>Long Term Assets</td>
<td>$180,399</td>
</tr>
<tr>
<td>Total Endowment Funds</td>
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</tr>
<tr>
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<td>$3,593,095</td>
</tr>
<tr>
<td>Long Term Assets</td>
<td>$180,399</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$165,729,877</td>
</tr>
</tbody>
</table>

### Liabilities and Fund Balance

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities:</td>
<td></td>
</tr>
<tr>
<td>Accounts Payable</td>
<td>$8,545,257</td>
</tr>
<tr>
<td>Accrued Interest Payable</td>
<td>406,816</td>
</tr>
<tr>
<td>Escrow Deposits Held</td>
<td>2,757,215</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td>1,257,064</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>$12,966,352</td>
</tr>
<tr>
<td>Future Service Obligation</td>
<td>$0</td>
</tr>
<tr>
<td>Liability Entry Fees:</td>
<td></td>
</tr>
<tr>
<td>Liability Entry Fees – 50 Months</td>
<td>$24,622,683</td>
</tr>
<tr>
<td>Liability Entry Fees – 67%</td>
<td>14,941,819</td>
</tr>
<tr>
<td>Liability Entry Fees – Plan 85</td>
<td>8,049,320</td>
</tr>
<tr>
<td>Liability Entry Fees – Plan 95</td>
<td>7,924,550</td>
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<tr>
<td>Amortization – Entry Fees</td>
<td>(13,994,911)</td>
</tr>
<tr>
<td>Total Liabilities Entry Fees</td>
<td>$41,453,461</td>
</tr>
<tr>
<td>Long Term Debt</td>
<td>$107,858,148</td>
</tr>
<tr>
<td>Liability Garage Fees</td>
<td>$99,624</td>
</tr>
<tr>
<td>Deferred Compensation Plan Payable</td>
<td>$126,341</td>
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<tr>
<td>Total Liabilities</td>
<td>$162,593,926</td>
</tr>
<tr>
<td>Fund Balance:</td>
<td></td>
</tr>
<tr>
<td>Retained Earnings</td>
<td>$5,645,551</td>
</tr>
<tr>
<td>Current Year Earnings</td>
<td>(2,509,600)</td>
</tr>
<tr>
<td>Total Fund Balance</td>
<td>$3,135,951</td>
</tr>
<tr>
<td>Total Liabilities and Fund Balance</td>
<td>$165,729,877</td>
</tr>
</tbody>
</table>
### Seabury

#### CONSOLIDATED BALANCE SHEET

**Year Ended September 30, 2017**

Church Home of Hartford Inc., year ending September 30, 2017 audited financial statements excluding The Seabury Charitable Foundation, Inc., Seabury At Home Inc., and Seabury At Powder Forest, LLC.

#### REVENUE 2016-17

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Services</td>
<td>$8,905,460</td>
</tr>
<tr>
<td>Earned Entry Fees</td>
<td>2,635,365</td>
</tr>
<tr>
<td>Health Center</td>
<td>10,081,237</td>
</tr>
<tr>
<td>Health Care – Meadows</td>
<td>3,448,102</td>
</tr>
<tr>
<td>Other Income</td>
<td>3,762,516</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$28,832,680</strong></td>
</tr>
</tbody>
</table>

#### EXPENSES 2016-17

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and Administrative</td>
<td>$10,668,297</td>
</tr>
<tr>
<td>Housekeeping/Laundry</td>
<td>789,351</td>
</tr>
<tr>
<td>Repairs and Maintenance</td>
<td>2,197,207</td>
</tr>
<tr>
<td>Food Services</td>
<td>2,950,813</td>
</tr>
<tr>
<td>Health Care</td>
<td>9,257,787</td>
</tr>
<tr>
<td>Depreciation/Amortization</td>
<td>4,351,991</td>
</tr>
<tr>
<td>Interest</td>
<td>1,649,609</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$31,865,055</strong></td>
</tr>
</tbody>
</table>

**Revenue less Expenses**

2016-17: ($3,032,375)

**Unrealized Market Loss – Investments**

2016-17: $306,579

**Change in Interest in Perpetual Trusts**

2016-17: $237,629

**Loss on Asset Disposal**

2016-17: ($21,433)

**Change in Net Assets**

2016-17: ($2,509,600)
Our Vision: Revolutionizing the experience of aging.

Our Mission: Seabury enhances lives.

Our Values: We realize our mission by honoring the past while engaging in the present and planning for the future.

To provide the highest quality of life (physical, spiritual and emotional) for residents, employees and other community members, we are guided by a philosophy of wellness, compassion, and financial assistance so people may lead their lives with dignity and joy.

We follow the Five-Star service standards in addition to striving for the best stewardship of our resources and the environment.

Revolutionizing the experience of aging requires action and we work ceaselessly to achieve our goals.

Seabury 860-286-0243
An Active Life Plan Community
• Life Care
• Future Long-Term Care Covered at Essentially No Additional Cost
• 22 Residence Styles (apartments, cottages and villas)
• Fitness & Wellness Programs
• Intellectual, Social & Cultural Events and College-Level Courses

Seabury 860-286-0243
At Home
your life, your future, your choice.
www.seaburyathome.org
• Life Care At Home (in your own home)
• A Personal Health Coordinator (available via phone 24/7)
• Access to Seabury’s Fitness Center, Social, and Wellness Programs
• Future Long-Term Care Covered at Essentially No Additional Cost

Seabury 860-286-0243
Assisted Living
The Views
• Social, Intellectual, Fitness and Recreational Programs
• Assistance with Personal Care
• Transportation Services

Seabury Meadows 860-286-0243
Memory Support Center
• Memory Support Assisted Living
• Licensed Nurse on-site 24-hours per day
• Assistance with Personal Care
• Respite Care Available

Seabury 860-286-0243
Visiting Nurses 860-243-6077
• Skilled Nursing Services
• Rehabilitative Services
• Home Health Aides/CNAs
• Homemakers/Companions
• Medicare/Medicaid Certified

Seabury now 860-243-6077
for your immediate needs at home
• Personal Care • Care Coordinated Services
• Companionship • Meal Preparation
• Transportation • Assistive Technology

Seabury Rehabilitation 860-286-0243
• In-patient Services • Out-patient & Home Care Services
• Physical Therapy – Including Aquatic Therapy
• Occupational Therapy & Speech/Language Pathology