

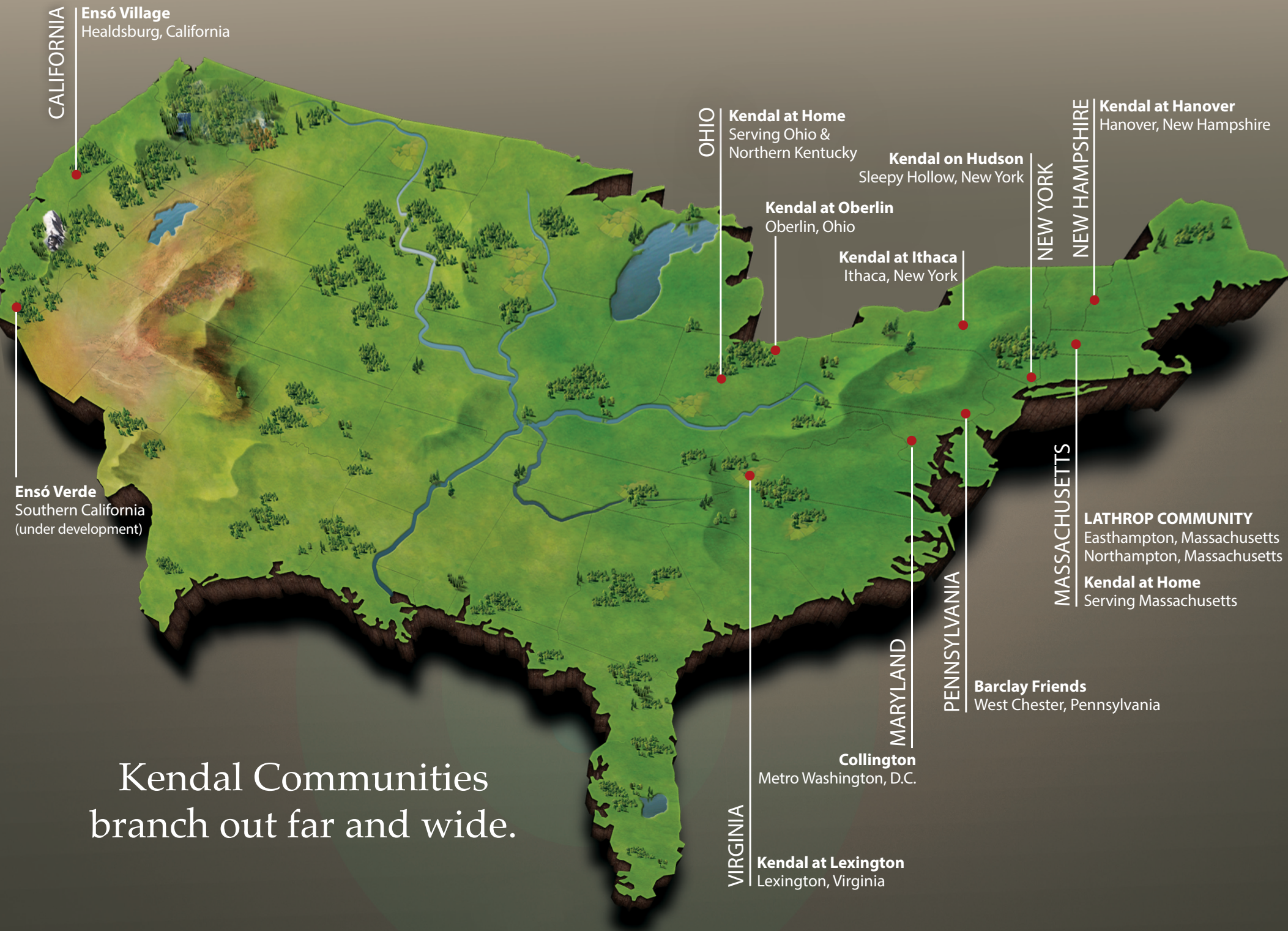
Leading with Purpose:

Honoring
Quaker
Values to
Redefine
Aging

KENDAL[®]

ANNUAL
REPORT
2025





Kendal Communities
branch out far and wide.



Leading with Purpose

- 4 TKC — Honoring Quaker Values to Redefine Aging
- 6 Kendal at Ithaca — Environmental Protection:
How Passion Shapes Meaningful Change
- 7 Lathrop Community — Stewardship in Action:
Lathrop's Ongoing Efforts to Protect the Land
- 8 Collington — Community Commitment: Sustainability,
Inclusion, and Community
- 9 Barclay Friends — Bridging Connections:
Harnessing the Power of Technology
- 10 Enso Village — Connection and Curiosity:
Intergenerational Connections and
Learning Opportunities
- 11 Kendal at Hanover — National Recognition for
Intergenerational Excellence
- 12 Kendal at Oberlin — Values Inclusion

- 13 Kendal on Hudson — Renovating with Intention:
The "Commons Refresh"
- 14 Kendal at Lexington — Community Commitment:
"Residents Helping Residents" Initiative
- 15 Kendal at Home — Encouraging Social Interactions
and Engagement at Home



2025 ANNUAL REPORT CONTENTS

Board Chair & CEO Messages	2-3
Feature Articles	4-15
Kendal System Finances	16-21
New CEOs Welcomed	22
A Culture of Generosity	23-25
Leadership Fellows	26-27
Kendal Culinary Cook-off	28
Intergenerational Connections	29
Kendal System Leaders Retire	30
Kendal Leadership, Boards, Addresses	31-IBC



Evolving Excellence: Kendal's Annual Report

As Board Chair of The Kendal Corporation (TKC), I am privileged to reflect on another impactful year for the Kendal System. 2024 demonstrated the power of collaboration, the value of shared purpose and the strength of interconnected Affiliates in

moving us all forward. Together, we have faced

challenges, celebrated successes and reaffirmed our commitment to the Quaker values that guide everything we do.

At the heart of this progress lies our dedication to creating spaces for dialogue and collaboration. One of the most inspiring examples of this is the **Kendal Leadership Forum**. The forum fosters crucial connections and forward-thinking action by bringing together Affiliate Executive Directors, CEOs and Board Chairs with the leadership team at The Kendal Corporation.



I am inspired by the generosity, candor and resilience displayed by each Affiliate, Board and TKC leadership team member. These qualities will drive us toward an even brighter future for Kendal and Affiliates across the System.

Celebrating Progress and Shared Achievements

Recent Leadership Forums have highlighted priorities that set the stage for a dynamic year ahead:

- **Enhancing Peer Group Collaboration:** Kendal's peer groups continue to serve as hubs of expertise and shared learning. We remain committed to identifying new ways to deepen participation and ensure valuable information is communicated across the System.
- **Unified Strategic Alignment:** We will continue strengthening the connection between Affiliate and TKC strategic plans, paving the way for greater cohesion and impactful progress.
- **Commitment to Data Security:** We recognize our shared responsibility to protect sensitive information and will continue to advance initiatives that ensure data safety throughout Kendal.
- **Developing Metrics and Dashboards:** By establishing standardized benchmarks, we equip Affiliates with tools to measure success and drive evidence-based decision-making.

With an eye toward the future, and together with all the many moving parts that make the Kendal System so unique, the Leadership Forum will continue to be part of the foundation supporting our alignment and collective progress.

"Alone we can do so little; together we can do so much." — Helen Keller

Warm regards,

A handwritten signature in black ink that reads "Annetha Hall".

Annetha Hall, Chair
Board of Directors,
The Kendal Corporation



Letter from Vassar Byrd

This year's Kendal Annual Report, themed "Leading with Purpose," offers a lens into how we, as

a System, honor Quaker

values while transforming the narrative around aging.

Rooted in principles of equality, stewardship, community and simplicity, we strive to create environments that are dynamic and inclusive, recognizing and valuing the strength and experience of everyone involved. Throughout 2024, the Kendal System demonstrated our continued commitment to this partnership.

To understand Kendal, revisiting what makes us unique is essential. Kendal is not just a senior living and services organization; it is fundamentally focused on embracing and redefining human potential.

Person-Centered, Values-Based Practices

What does the Quaker tenet of equality and integrity look like in practice?

- Respect for every individual puts residents as partners in designing community programming and on Affiliate Boards.
- Team members and residents create spaces where everyone feels valued and welcomed, fostering richer, interconnected communities.
- Through their personal agency, residents and members guide the social conscience of their own community, both within and without Kendal.
- Emotional and physical enrichment is essential, joy is celebrated and healthy living is prioritized.

Integrated into the Quaker belief that everyone possesses an "inner light," it is one of the foundations of the Kendal System that all people are inherently valuable and capable of spiritual growth.

Sustainable Senior Living Communities

The Quaker principle of stewardship is reflected in our commitment to sustainability. At Kendal, environmental responsibility isn't a checkbox; it's a priority.

- Kendal Affiliates champion best practices like net-zero energy buildings, biophilic design, community gardens and local food sourcing.
- Many residents, including backgrounds in engineering and education, collaborate to implement and refine key sustainability initiatives, from renewable energy integrations to preserving bird migration paths through dark-sky lighting.
- Kendal embraces operational approaches that have a positive impact on the environment, as well as the bottom line, including transitioning to renewable energy sources like solar and geothermal power and performing energy audits and developing sustainability plans. One of the benefits of the Kendal System is the ability to innovate, test and share model practices. Successful programs in one community can be implemented, often with local adaptation, elsewhere.

It is a very positive feeling to know that Kendal communities are leaving a lighter footprint for future generations. All of us are working to ensure that sustainability and senior living go hand in hand.

Community-Driven & Mission-Focused

At Kendal, our sense of community spreads far beyond the walls of Affiliates' campuses. We nurture deep social connections, recognizing that everyone deserves a sense of belonging.

- Fueled by partnerships with nonprofits and community groups, Kendal Affiliates are fully integrated into supporting the broader communities in which they are located.
- Volunteering, social activism and lifelong learning are more than options; they're opportunities. Residents tutor local children, create gardens, participate in local singing groups and more.
- This applies to employees as well. Career advancement within the system is frequent and encouraged. Residents and staff together create a sense of community that improves the quality of life and well-being for all.

Kendal's Quaker Roots

Did you know that the name "Kendal" was chosen in honor of the town in Northwest England's Lake District, where the Kendal Fund was established centuries ago to help meet the expenses of traveling Quakers? Still, now, I see us as travelers leading in our work to improve the lives of older adults across the Kendal System and in the wider world.

We move forward with balancing tradition and innovation. Kendal honors Quaker roots through the thoughtfulness with which we approach our work. We act with intention, integrity and purpose. I believe that thoughtfulness is expressed in every Affiliate — you can feel it.

Ultimately, Kendal's annual report isn't just about reflecting on accomplishments; it's an expressed commitment to improve and continue our work. We invite residents, employees, members and stakeholders to lend their voices. Together, we redefine what it means to age with dignity, joy, and purpose.

A handwritten signature in dark ink, reading "Vassar Byrd".

Vassar Byrd, CEO, The Kendal Corporation

Leading with Purpose

Honoring Quaker Values to Redefine Aging

2024 was a year of significant achievements and meaningful progress across the Kendal System. The Kendal Corporation is honored to reflect on and celebrate the efforts of residents, employees and members who embody the responsibility of leading with purpose.

Highlighting Purpose-Driven Leadership

Throughout this collection of stories from across our System, each Kendal Affiliate has demonstrated inspiring leadership and creativity, showcasing initiatives transforming how older adults age and interact with the world around them. Communities have prioritized programs that foster meaningful connections, champion environmental stewardship and harness best practices to improve quality of life.

Initiatives that Inspire — Highlights from the Report

- **Sustainability Initiatives**

Environmental responsibility continues to be a shared priority. At **Kendal at Ithaca**, passion drives progress as residents and staff lead sustainable practices and advocate for environmental protection. The community worked with a team of trusted sustainability scientists to develop a carbon reduction and biodiversity map, guiding land use, conservation efforts and campus development.

At **Lathrop Community**, stewardship remains at the heart of operations, with ongoing efforts to preserve and protect the land while cultivating native plants. In its dedication to sustainability and inclusion, **Collington** embodies the values of unity and community connection through the work of the horticulturist dedicated to sustainability practices, building a woodland trail bridge for better accessibility, and supporting a staff member with her education and passion as a poet.

- **Technology-Supported Engagement**

Kendal communities have also embraced modernization to build stronger connections. **Barclay Friends** harnesses cognitive engagement technology to encourage those with dementia to engage and have fun. These efforts serve as a reminder of technology's power to enrich lives and deepen relationships.

- **Intergenerational Connections**

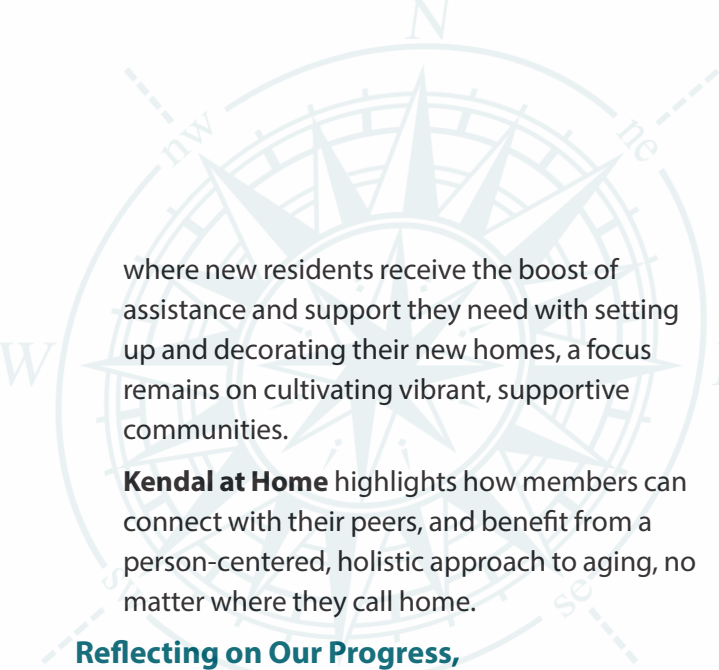
Bringing together multiple generations has a meaningful impact on the local communities where Kendal Affiliates are located. **Kendal at Hanover's Early Learning Center** has received a Program of Merit from Generations United for its on-campus program, where children connect with residents for learning and joyful fun. **Enso Village** connected with local high school students through internships, where they gained firsthand experience in supporting Assisted Living residents and created Enso Village's first TikTok video. These initiatives connect generations through curiosity, creativity and mutual benefit.

- **Commitment to Inclusion**

Kendal Affiliates remain committed to creating inclusive spaces where all individuals feel valued and welcome. **Kendal at Oberlin's** ongoing commitment to inclusion and dedication to fostering environments that celebrate diversity was recognized by a "Leader" designation for being LGBTQ+ inclusive in long-term care and senior housing.

- **Community & Collaboration**

Community is at our core. Whether it's **Kendal on Hudson's** initiative to create and refresh the campus common areas into beautiful and functional spaces for residents and employees or the impactful "Residents Helping Residents" program at **Kendal at Lexington**,



where new residents receive the boost of assistance and support they need with setting up and decorating their new homes, a focus remains on cultivating vibrant, supportive communities.

Kendal at Home highlights how members can connect with their peers, and benefit from a person-centered, holistic approach to aging, no matter where they call home.

Reflecting on Our Progress, Looking to the Future

Each Kendal Affiliate initiative represents a piece of the System's collective purpose — enriching lives, supporting one another, and leading with intention.

Looking ahead, the Kendal System will continue to build upon these achievements as Affiliates launch new initiatives, deepen their impact and stay true to Quaker-rooted values.

Together, Kendal will continue to create something truly special — communities and organizations that value the vibrancy, allure and stability that the System offers, while most importantly, feeling connected to one another.



Kendal at Ithaca

Environmental Protection:

How Passion Shapes Meaningful Change

Staff members and residents at Kendal at Ithaca actively engage in efforts to protect and improve the environment. From implementing environmentally friendly policies to collaborating with sustainability groups, Kendal at Ithaca is committed to environmental stewardship and living the values that guide the Kendal System.

Community-Centered Environmental Planning

Tunley Environmental, a team of trusted sustainability scientists, helped develop a carbon reduction and biodiversity map for Kendal at Ithaca.



Resident focus groups and questionnaires shaped the community's sustainability initiatives by providing valuable insights into what residents prioritize, including green space accessibility, sustainability interests and biodiversity goals, to align environmental efforts with what matters most to the community.

"It's inspiring to see how residents drive Kendal at Ithaca's sustainability initiatives forward," shared Laurie Mante, Executive

Director of Kendal at Ithaca. "Their devotion to drive real change creates a space where every voice is not only heard but deeply valued."

Kendal at Ithaca's collaboration with Tunley Environmental provided valuable guidance on land use, conservation efforts and campus development, offering a clear pathway for reducing carbon on campus and an overview of habitat classifications on the property.

Kendal at Ithaca's dedication to sustainability reflects their unwavering commitment to fostering community through collaboration and listening, ensuring environmental efforts are driven by those who call the community "home."

Sustainable Innovations on Campus

Building on their ongoing commitment to environmental responsibility, Kendal at Ithaca developed a three-year program for a low-mow/no-mow test area, which is a designated area where mowing is reduced or eliminated to allow native plants and grass to flourish. Low-mow varieties are being analyzed for certain areas around campus.

The community also implemented a reusable cup policy in the Café to eliminate the use of disposable cups and began composting yard waste into nutrient-rich material. These combined efforts reduce landfill waste and work to lower the Kendal at Ithaca's carbon footprint.

Engagement for a Greener Future

Alongside these efforts, Kendal at Ithaca actively participates in ongoing Kendal System-wide sustainability meetings, which support Affiliate communities across the country as they implement programs that reflect Quaker principles of earth stewardship.

The community is dedicated to creating an eco-friendly environment for both staff and residents to enjoy.

Part of that work includes residents serving on the board of Senior Stewards Acting for the Environment (SSAFE), a resident-founded organization that promotes a sustainable planet for all generations.

Through the community's involvement with SSAFE and their own sustainability programs, Kendal at Ithaca successfully conducted an energy audit, created pollinator gardens, restored bird habitats and outdoor recreation spaces, reduced the use of herbicides and insecticides, introduced eco-friendly tools, and more.

As Kendal at Ithaca's pursuit of sustainability continues, residents and staff remain committed to reducing their carbon footprint. The community stands as a shining example of how the Kendal System continues to prioritize the impact they have on the environment.



Laurie Mante
Executive Director

Lathrop Community

Stewardship in Action:

Lathrop's Ongoing Efforts to Protect the Land

If you've lived at Lathrop for any amount of time, chances are you've heard the word "invasives" and maybe even winced a little at the mention. Plants like bittersweet, glossy buckthorn, Japanese barberry and multiflora rose have long overstayed their welcome on both the Easthampton and Northampton campuses. These invasive species are finally meeting their match thanks to the hard work and dedication of Lathrop residents and staff.

Set on 200 acres — including woods, trails, wetlands and fields — we take our responsibility to care for our land seriously. Stewardship is one of Lathrop's core values, and it's never been more visible than it is right now.

Three-Year Invasive Removal Project Underway

Working with the Land Conservation Committee, Barbara Walvoord, a resident, secured a three-year grant to support invasive plant removal across 110 acres of Lathrop land. This work is being done in partnership with the Kestrel Land Trust, which holds the conservation restriction on 78 acres in Easthampton, and with Community Preservation Act (CPA) funding from Northampton and Easthampton.

Invasive removal work includes hand pulling or smothering low-growing invasives with ground cover and using



herbicides.

Larger plants, including those over six feet tall, are cut and treated at the stump. Smaller ones are treated using a careful foliar spray technique. Safety and precision are top priorities, especially near trails, brooks and gathering areas. Spray shields are used to protect people and native plants alike.

Lathrop's three-year goal is ambitious but achievable: reduce targeted invasive species by 90% over three years.

What's Already Been Done

The Land Conservation group hit the ground running, completing several significant projects in the past year:

- Treated invasive plants on 14 acres in Northampton and 11 acres in Easthampton.

- Bush hogged fields on the Easthampton campus to manage invasive regrowth and create diverse habitats for wildlife.
- Hosted a well-attended public program featuring Peter Curtis, Professor Emeritus of Ecology at Ohio State University, who spoke about Lathrop's conservation work in the broader context of ecosystem health in the Connecticut River Valley.
- Began an inventory of invasive plants in campus landscaping, with plans to replace them with native shrubs over time.

A Broader Vision for Environmental Action

Lathrop's commitment to the environment extends well beyond invasive removal. The Environmental Stewardship Committee has also produced a comprehensive 31-page report outlining ways to reduce our carbon footprint and strengthen our environmental practices.

Our work focuses on five key areas: energy, land, water, waste and education.

Stewardship: A Community Effort

Stewardship at Lathrop is a community-wide endeavor. From securing grants to pulling invasives by hand, and from creating detailed environmental reports to leading educational programs, residents and staff show what it means to care for land with intention and love.

We are proud of what we've accomplished, and even more excited about what's ahead.



Patrick Arguin
CEO



Collington

Community Commitment: *Sustainability, Inclusion, and Community*

At Collington, the spirit of innovation, collaboration and environmental responsibility is woven into the fabric of everyday life. Guided by a shared commitment to sustainability, inclusion and community engagement, residents and staff work together to create a thriving, forward-thinking environment reflecting the core values of the Kendal System.

A Flourishing Landscape, A Sustainable Future

When Megan Bryant first arrived at Collington, she saw more than just a picturesque campus—she envisioned a place teeming with possibility. As Collington’s new horticulturist, Megan brings a deep-rooted passion for conservation, sustainability and environmental stewardship.

“I grew up in a very outdoorsy, environmentally minded family. I have always had a passion for wildlife, and I realized early on that plants were the source of everything; without them, everything in the ecosystem above them would cease to exist,” she explains. Now, she uses her expertise as a Chesapeake Bay Landscape Professional and Master Watershed Steward to ensure that Collington’s natural beauty is preserved and enhanced for future generations.

Megan’s work is a testament to Collington’s commitment to environmental stewardship. With the help of engaged and enthusiastic residents, she leads efforts to expand the arboretum’s collection, enhance tree preservation initiatives, and incorporate ecologically driven landscape designs.

“At Collington, community gardening is more than just a hobby,” says Chief Operating Officer Megan Barbour. “It’s a way of life that offers residents opportunities for

lifelong learning, friendship and a deeper connection to the land.”

Finding a Voice Through Poetry

While Collington’s commitment to sustainability thrives outdoors, creativity and personal expression flourish indoors. For Jamisha Norman, a leader on Collington’s culinary team, storytelling has always been a powerful outlet. This past year, she took a bold step in sharing her voice with the world, self-publishing her debut poetry collection, *All Lanes Thru*.

Upon the release of her book, she was invited to join a resident-led poetry group, where intergenerational exchanges of art and ideas have further enriched the community’s cultural landscape. “Having the common interest of poetry makes it easy to forget that we come from different generations,” Jamisha says. “They are not there to judge; they just listen, tweak and support.”

Honoring a Legacy of Connection and Conservation

For longtime resident Mike Burke, Collington’s winding trails and lush landscapes were more than just a beautiful setting—they were a call to action. As an environmental advocate, writer and the first chair of Collington’s Resident Association’s Climate Action Committee, Mike dedicated his life to preserving and protecting the natural world.

To honor his legacy, Collington recently dedicated a newly constructed bridge along the campus trails in his name — the “Burke Bridge.” Designed and constructed through a partnership with resident donors and construction partner RDI, the elegant white bridge now



arches gracefully over a once-challenging rocky culvert, connecting trails and symbolizing Mike’s lifelong mission of building bridges between people and nature.

Ann Gillespie, CEO of Collington says, “The bridge symbolizes connection — between people, between ideas and between our community and the natural world around us. It is a fitting tribute to Mike, who dedicated so much of his time and energy to fostering connections that would lead to a healthier, more sustainable environment.”

Looking to the Future

Collington’s commitment to growth, innovation and sustainability remains steadfast. With a new sustainability plan in development, ongoing campus enhancements and expanded wellness programming, the community is poised to build upon its achievements and continue leading with purpose.



Ann Gillespie
CEO

Barclay Friends

Bridging Connections: *Harnessing the Power of Technology*



Located in the bustling town of West Chester, Barclay Friends strives to deliver innovative wellness and dignified healthcare. Often, that leads staff members to explore state-of-the-art and burgeoning technologies that foster an inclusive environment where everyone feels seen, heard and valued.

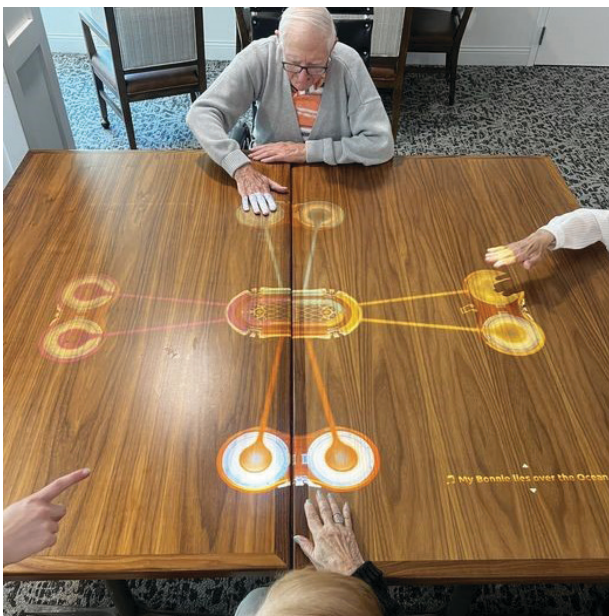
Technology has the power to bring people together, and this year, the community harnessed that power to introduce two interactive innovations to the community: the **Tovertafel** and the **Crdl** (pronounced “cradle”).

New Tools Fostering Connection

The comprehensive dementia program at Barclay Friends is crafted with a deep understanding of the diverse needs and abilities of the residents. Staff members are always exploring ways to incorporate best practices and innovative approaches to provide holistic, person-centered care.

As part of these efforts, Barclay Friends introduced the Tovertafel to its memory care initiatives. Also known as the “**Magic Table**,” the tool uses light projections to encourage physical activity, cognitive engagement and social interactions through fun and accessible games.

The Tovertafel even responds to the slightest of hand movements, ensuring inclusion for residents of



all abilities. The community is proud to incorporate technology that creates moments of joy, connection and stimulation for individuals living with dementia.

In addition to the Tovertafel, residents were also introduced to the Crdl, a high-quality, hardwood instrument that aims to break social isolation and establish impactful connections between people through touch and sound.

Sound is created when two users each place a hand on the conductive pads forming a circuit the moment they touch each other. The Crdl recognizes the manner and intensity of the touch to translate it into different sounds. How a person chooses to approach and touch another can convey different meanings and intentions.

“If used thoughtfully and meaningfully, technology has

the power to bring people closer than ever before,” said Anna Poorman, Life Enrichment Director and Certified Dementia Practitioner at Barclay Friends. “We introduced these tools to the community to provide a more inclusive environment, and we’re thrilled to offer these for both residents and families alike.”

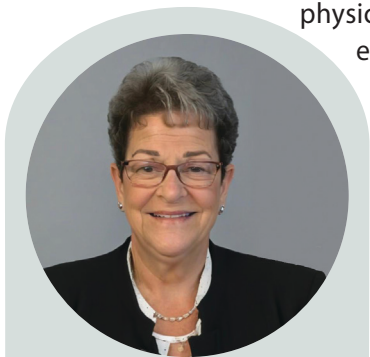
The Tovertafel is available during visits, and staff members will also schedule hands-on demonstration sessions for families, so they can experience the tool firsthand, learn about its features and see the positive impact it can have.

Expanding Care Offerings in West Chester

These innovative technologies don’t just enhance care in existing areas at Barclay Friends like Bartram Way. They’re also vital features of other spaces, including the newest addition to the community: the Goshen Memory Care Residence, which features 24 memory care apartments expertly designed to meet the growing demand for dedicated memory care in the West Chester area.

These aren’t just new apartments, but rather a representation of the community’s ongoing commitment to meeting the needs of existing and future residents and their families. Bringing tools such as the Tovertafel to the Goshen Memory Care Residence means even more opportunities for residents and families to benefit from innovative technology.

“From opening the new memory care residences to implementing innovative tools such as the Tovertafel and the Crdl, Barclay Friends continues to embrace the uniqueness of every individual,” said Maria Santangelo, CEO of Barclay Friends.



Maria Santangelo
CEO

Ensō Village

Connection and Curiosity: Intergenerational Connections and Learning Opportunities

Ensō Village has embraced meaningful growth through learning at every stage of life. This year, they welcomed the wider Healdsburg community and fostered intergenerational connections through a local internship program. Residents also led the charge to expand Ensō Village's lifelong learning series.

These initiatives showcase the community's commitment to purposeful engagement during retirement.

Welcoming Healdsburg Students to Ensō Village

In 2024, Ensō Village opened its doors to Healdsburg High School juniors looking to complete their school's internship program. Unique to Sonoma County, the program prepares tomorrow's workforce by exposing high school students to real-world work experiences and matching them with mentors from over 80 local businesses, who provide guidance and honest feedback.

In its first year as a participant, Ensō Village welcomed two students, Karen and Edgar into a hands-on learning environment, where they gained insights into business, marketing and community operations.

"It was wonderful to share the joys of working within the senior living field with Karen and Edgar," shared Nick Flores, Director of Marketing & Communications, who oversaw the internship program and worked alongside Healdsburg High School juniors to ensure a valuable, hands-on experience.

Beginning with a comprehensive tour of campus, the students gained essential context on Ensō Village's offerings, the first and crucial step in business and

marketing development. They also conducted an interview with a resident to craft a testimonial framed as advice to other generations to reinforce the importance of resident storytelling within the field.

To ensure diversity of experiences, the interns also had the opportunity to participate in independent projects. Karen spent a day shadowing Ensō Village Care Companions, where she gained firsthand experience in supporting Assisted Living residents with their daily activities. Edgar worked to streamline the process of storage assignments, ensuring an equitable and efficient storage system for incoming residents.



Finally, the student collaborated to create Ensō Village's first-ever TikTok video, using a creative "opening doors" theme to introduce the community through short video clips to reach a younger social media audience.

A Commitment to Lifelong Learning

While Ensō Village fostered intergenerational connections, residents also developed a lifelong learning initiative for this new community that resembles a similar dedication to fostering intellectual connections that longstanding Kendal communities

have become synonymous with.

Residents Jeanne and Larry Ferrante curated and led an on-campus program that supported a vital aspect of the Ensō Village community: enriching residents' intellectual lives through art, culture, social sciences, sciences and humanities.

Open to residents on a weekly basis, the forum features lectures on a variety of topics presented by residents and by members of the greater community, occasionally incorporating Friday night workshops.

"We love seeing residents engaged in these presentations and their commitment to making these opportunities accessible to everyone," shared Jeanne.

Creating a Culture of Purpose and Participation

Ensō Village's commitment to lifelong learning and intergenerational connections is a powerful testament to what it means to lead a community with purpose.

From resident-led initiatives to welcoming the Healdsburg community, the Ensō Village continues to curate meaningful opportunities for residents and the wider community that foster a culture of learning, sharing and growing.

Ensō Village is excited to create new opportunities that build bridges with younger generations for a bright future.



David Smart
Executive Director

Early Learning Center Receives Program of Merit from Generations United



Beth M. Vettori
CEO

The Kendal at Hanover Early Learning Center (ELC) was honored with the Program of Merit designation by Generations United, a national organization that promotes meaningful intergenerational engagement. This recognition places the ELC among an elite group of only 34 programs nationwide commended for exceeding standards of

innovation, impact and intentionality in connecting younger and older generations.

This milestone reflects the ongoing realization of Kendal at Hanover's mission to redefine aging through community, lifelong learning and meaningful relationships. At Kendal at Hanover, children and residents are not simply co-located – they share time, stories, skills and care. These moments foster mutual understanding, reduce isolation and build deep, enduring connections between generations.

"We are honored to receive this recognition," said Abbi Donahue, Director of the Early Learning Center. "It affirms the work we do every day to create a learning environment where all ages grow together in compassion, curiosity and connection."

This model is rooted in Quaker values – particularly community, equality and stewardship – and reflects Kendal at Hanover's commitment to purpose-driven

engagement across a person's lifespan. Intergenerational programming at the ELC is not only a source of joy and meaning for residents, but also a vital support for staff and local families. The ELC offers high-quality childcare for employees, which strengthens workforce stability and satisfaction while remaining accessible to families throughout the broader community in a region known as the Upper Valley.

"My child's time with older adults has strengthened his patience, compassion and understanding of different life experiences," said Erica Myers, a parent and Kendal at Hanover employee. "These meaningful interactions foster respect and empathy — essential qualities for emotional growth."

Ryan Adams, a Kendal at Hanover resident and retired educator, shared: "I was a teacher of young children my whole adult life, and I'm thrilled I get to keep doing it here. Helping a child with scissors, reading a book or simply having a conversation – those moments matter. They give us both something to look forward to."



The Program of Merit designation strengthens Kendal at Hanover's place in a national network of organizations committed to building stronger, more connected communities through intergenerational collaboration. It also affirms the ELC as a model of how aging and early childhood development can be intentionally and meaningfully linked. This creates a shared space where people of all ages continue to learn, contribute and flourish.

Kendal at Oberlin

Values Inclusion



Kendal at Oberlin residents and staff strive for excellence, so when the community achieved a “High Performer” designation in 2023 for being LGBTQ+ inclusive in long-term care and senior housing, everyone celebrated and then began to set their sights higher.

The community-wide effort paid off.

In 2025, Kendal at Oberlin was designated as a “Leader” by the Human Rights Campaign Foundation and SAGE, a national advocacy and services organization for LGBTQ+ elders.

Kendal at Oberlin is just one of 31 communities across the country to achieve this coveted “LGBTQ+ Long-Term Care Equality Leader (LEI)” designation.

Inclusive and Welcoming

“The vision of an inclusive and welcoming community has been part of Kendal’s values for decades and is one of the pillars of our current Strategic Plan,” said Seth Vilensky, Chief Executive Officer. “The LEI Survey created an opportunity to reflect on and reevaluate our procedures, messaging and staff training as they are perceived by the LGBTQ+ and Allies community. We are so pleased to be recognized as a Leader in the LEI.”

The nine-month process, led by a 10-person team of residents and staff, resulted in new and refined Best Practices in four criteria: resident services and support; employment benefits and policies; non-discrimination and staff training; and resident and community engagement.

Capturing Resident and Staff Sentiment

One major undertaking was the development of two

surveys: the “Resident Satisfaction Survey” and another survey for employees.

The “Resident Satisfaction Survey” gave residents who identify as LGBTQ+ a chance to share their experiences, beginning with their time as a prospective resident.



“A lot of effort and careful thought went into this survey,” said Kim Preston, Community Outreach Director and the team facilitator.

For their survey, employees could answer questions anonymously about how safe and welcoming Kendal is for the LGBTQ+ community.

Participation in both surveys was very high, as was the case for an online training course entitled “Preventing and Responding to Bullying.”

For the resident and community engagement criterion, Kendal performed “above and beyond,” according to the 10-person team of residents and staff. The team, with assistance from Kendal’s LGBTQ+ & Allies Special Interest Group, compiled a “super impressive” report of all the engagement activities, Kim said.

LGBTQ+ activities at Kendal include:

- Training sessions with related organizations at Oberlin College and in Lorain County.
- Letter-writing campaigns to the Ohio governor and legislators advocating for civil rights for LGBTQ+—identifying individuals, most recently voicing its opposition to the Ohio Bathroom Bill. This legislation, which went into effect in February, mandates that students in public schools in Ohio be restricted to using restrooms associated with their biological sex assigned at birth without regard to their gender identity or gender expression.
- Movies, speakers, book clubs and workshops are held throughout the year, with added emphasis during June Pride Month.

Meeting other best practices led to minor tweaks in language and printed materials. For instance, one benchmark required offering employees at least one health plan that covers medically necessary health services for transgender people.

“Kendal has such a health plan, but we had not made that clear in the language,” Kim said. “It was also not clear that unpaid family leave includes domestic partners, but we were able to clarify the language to help employees better understand their coverage.”



Seth Vilensky
CEO



Jean Eccleston
CEO

As Kendal on Hudson celebrates its 20-year anniversary, residents and staff have

embarked on an

exciting new chapter with the Commons Refresh initiative. This bold and thoughtful project is more than a renovation; it's a commitment to fostering connection, wellness and the celebration of Kendal's breathtaking location along the Hudson River.

A Year of Planning and Participation

2024 marked a pivotal planning year for the Commons Refresh initiative, bringing the voices of residents and staff into every stage of the process. Through resident focus groups, concept design discussions, prospect focus groups and on-site visits, the collaboration ensured the redesign truly reflects the community's values and spirit.

What's the result of this collective vision? Spaces that are not only designed to be beautiful but are intentionally planned to elevate day-to-day living, deepen social connections and encourage personal growth.

Enhancing Resident Experience

Some of the exciting, planned updates include:

- Lifelong Learning Upgrades: New state-of-the-art audio and lighting systems will enhance

lectures, presentations and live performances, creating an outstanding environment for learning and artistic experiences.

- Communal Comfort and Connection: A new all-season river-viewing lounge and community-level lounge will create spaces for relaxation and shared experiences while celebrating the natural beauty just outside. Easy access to an outdoor terrace and aging-friendly gardening boxes will invite residents to enjoy sunny planting days.
- Sustainability: In keeping with the Kendal value of Stewardship, sustainability initiatives were a priority in the design. These include such things as variable speed motors, occupancy sensors and red list free construction materials as well as a special coating on the pool that reduces energy consumption and a green roof on the new lounge.

Wellness at the Heart

- The terrace level is being transformed into a wellness hub, including:



Kendal on Hudson

Renovating with Intention: The “Commons Refresh” at Kendal on Hudson

- Fitness spaces to promote physical health.
- An updated care center to provide on-site support for residents.
- A state-of-the-art massage room and salon for relaxation and rejuvenation.

These updates reflect Kendal on Hudson's commitment to holistic wellness, ensuring residents thrive in mind, body and spirit.

A Shared Celebration and New Beginning

Jean Eccleston, Chief Executive Officer of Kendal on Hudson, captures the spirit of the initiative perfectly, stating, “The Commons Refresh at Kendal on Hudson will help us better serve residents who live here now and also secure Kendal on Hudson's market position for the future. We are committed to maintaining a strong and vibrant culture and a beautiful environment for residents and employee team members.”

This effort is not just about updating physical spaces; it's about enriching lives. Celebrating 20 years of community, Kendal on Hudson looks forward to setting the stage for the next two decades of shared growth and connection.

The path ahead may feature construction dust and temporary changes, but what lies beyond is a brighter, more vibrant Kendal on Hudson. Together, residents, staff and leadership are paving the way for a future that honors the past while innovating for tomorrow.

Kendal at Lexington

Community Connections: *The “Residents Helping Residents” Initiative*

At Kendal at Lexington, aging is viewed as a dynamic opportunity to live with purpose, build community, and lead with compassion.

Rooted in Quaker values of integrity, equality, simplicity, and shared responsibility, the community continues to redefine what it means to age well by honoring the wisdom and strength of older adults — and the power of coming together.

Residents Collaborate to Welcome Their Peers

The Residents Helping Residents (RHR) initiative, conceived by resident Bob Harrison and supported by a growing team of volunteers, embodies the spirit of mutual support that defines the Kendal at Lexington experience.

The RHR team comprises longtime residents who bring practical skills, tools, and a wealth of wisdom and compassion. Working directly with new neighbors, they answer questions, offer safety recommendations, and even help them settle in within days of arrival. These early moments of connection help set the tone for a new resident's entire Kendal experience.

Designed to ease the transition for new residents, RHR addresses various items, such as hanging pictures, programming thermostats and checking locks, often within the first days after a resident's arrival.

“The culture here is the dominant asset,” Bob explained. “This is friends helping friends — no risk involved — and we're all in this together.”

This resident-driven program also works seamlessly with the support of Kendal at Lexington's new Move-In Coordinator, Sharon White. In her role, Sharon acts

as the liaison between incoming residents and the RHR volunteers, ensuring that requests are clearly communicated and assigned to volunteers.

Sharon and resident volunteers led the committee's kickoff meeting to review essential tools, outline anticipated needs and clarify volunteer roles. New

residents receive this information, so they understand what services are available and who will help them feel welcome as they begin their new journey at Kendal at Lexington.

“My job is to be a reassuring presence for joining us at Kendal at Lexington,” said Sharon. “This is one of life's biggest transitions, and we're here to make it a little easier, one day at a time.”

Kendal at Lexington residents believe that aging is not something to endure but something to embrace. Through shared effort, mutual care and a steadfast commitment to the community, residents show that purpose does not fade with age.

“This is a powerful example of how Kendal at Lexington continues to live

out its mission not just as a place to live, but as a community where people truly care for one another,” said Felicia Bush, Chief Financial Officer

of Kendal at Lexington. “As true ambassadors for one another, residents have chosen to lead with purpose and that independence continues to inspire all of us.”



Adam Day
CEO

Kendal at Home

Encouraging Social Interactions and Engagement At Home

Dedicated to maintaining older adults' quality of life as they age in the homes they love, Kendal at Home provides meaningful opportunities — virtually and in person — to prevent isolation and foster a sense of community across their markets in the United States.

Though the “At Home” model functions outside the traditional senior living community setting, members have the chance to connect with their peers, showcasing the person-centered, holistic approach to aging that Kendal at Home encourages and offers.

Staff Leading the Way in 2024

Staff-led initiatives at Kendal at Home play a crucial role in supporting member well-being. Experienced trainers lead programs such as Stepping On, a seven-week falls prevention program to help individuals aged 60 and above live confidently and independently in their homes.

With the support of these wellness experts, the initiative supports members as they manage the changes in their health and lifestyle that come with aging. Stephanie Tewes and Melissa Neman, dedicated Kendal at Home care coordinators, lead the program to help reduce members' risk of falling.



Lynne Giacobbe
CEO

Throughout 2024, Kendal at Home also continued its partnership with Dementia Friends USA, a global movement aimed at raising awareness and understanding

of dementia, transforming attitudes and inspiring action to support those living with the disease.

Developed by the Alzheimer's Society in the United Kingdom, the program emphasizes how the quality of life for those with dementia has improved with health and social advancements. It also shows how loved ones, neighbors and community members can make small changes to make a big difference in the lives of those with dementia.



Dementia Champions

Kendal at Home staff have been trained as Dementia Champions as part of a program offered by the Ohio Council for Cognitive Health under the Dementia Friends Initiative. As Dementia Champions, Kendal at Home employees are equipped to recognize the signs of dementia, improve the quality of life for those with the disease, and train family and community members to ultimately foster “dementia-friendly communities.”

“Care coordinators are not only elevating member experiences across the region but are transforming the daily lives of members through their educational programming,” said Lynne Giacobbe, Chief Executive Officer of Kendal at Home. “These initiatives support

our priority of personalized support for members as they live more independently.”

Fostering Connection Through Spanish Classes, Book Clubs and More

Kendal at Home believes that aging within the home you love should never mean experiencing isolation. By fostering an environment that empowers members to take ownership of their life experiences, the CCRC without walls model has created meaningful opportunities to connect, learn and lead alongside their peers.

Bilingual members meet regularly for Spanish discussions with Nathaly Lopera, care coordinator to sharpen their skills, maintain the language they love and build bonds with members they otherwise would have never interacted with.

The idea for a participant-driven club stems from the longstanding book club that Kendal at Home member Yoland Cruz hosts virtually once a month. This initiative has become a cornerstone of connection, with members circling in and out of the club over the last 10 years, all sharing their love for literature.

Kendal at Home also offers members an in-person Tai Chi class led by Kendal at Home care coordinator Heather Gansel. Flexible for members of all abilities, this form of exercise can take place while standing or sitting. Kendal at Home encourages members to join the classes to help improve balance, strength, flexibility and cardiovascular health and to enjoy getting to know other Kendal at Home members.

At the heart of Kendal at Home is a shared commitment among both employees and members to enhance the aging experience at home.

System Finances

The Kendal System, established in 1971, is a collaborative network of interdependent not-for-profit senior-living programs, communities, and services inspired by the principles of the religious society of friends (quakers). Kendal's values and practices, shared among all Affiliates, form the foundation of our operations. The system has evolved into a federal-style model, now encompassing 10 operating Affiliates across the country. Each Kendal Affiliate functions as a locally governed 501(c)(3) organization with a board of directors and leadership team, maintaining strong ties to their respective local communities.

In this federal-style model, The Kendal Corporation (TKC) serves as the supporting organization, providing essential services, developing model practices, and fostering mission-aligned growth and connection throughout the Kendal System. Each Kendal organization manages its financial resources and obligations independently while participating in enterprise-level initiatives, which allows for both local responsiveness and the collective scale of a national values-driven system.

The Kendal Corporation has a pivotal role in the stability and expansion of the Kendal System. In 2024, tkc focused on strengthening the relationships across all Affiliates and ensuring the continuity of our quaker legacy. Key initiatives included the implementation of new enterprise systems to streamline administrative processes and strengthen security, work which continues into 2025 and beyond.

The Kendal group health plan continues to provide comprehensive health benefits to approximately 464 employees and their families, maintaining a robust reserve of \$2,500,000 at year-end. In alignment with our commitment to employee welfare, we have also invested in our collective retirement benefits. The Kendal-sponsored retirement plans, including 403(b), 401(a), and 457 retirement savings plans, with a combined market value of approximately

\$88,500,000, providing retirement security to over 7,600 participants. This reflects our ongoing efforts to attract and retain top talent within the senior living sector.

Throughout 2024, Kendal Affiliates engaged in numerous community outreach and sustainability initiatives. Our commitment to environmental stewardship saw the implementation of energy-efficient systems across several communities, significantly reducing our carbon footprint. Kendal Affiliates collaborated on community service projects, strengthening our ties with local communities and enhancing the lives of those we serve.

—Amy Harrison, Chief Financial Officer

BARCLAY FRIENDS — At Barclay Friends, our unwavering commitment to fostering a vibrant and nurturing community continues to guide our efforts. 2024 was a year of transformation and resilience, marked by strategic changes to enhance healthcare offerings. As part of this initiative, we repurposed a portion of our Skilled Nursing unit to expand Memory Care services, creating a beautiful and peaceful new Memory Care unit that aligns with industry-leading standards.

Despite the shift in revenue streams from this conversion, Barclay Friends maintained an impressive 93% average occupancy rate. Financially, we exceeded Budgeted EBIDA by \$715,000 and surpassed Gain/Loss from Operations by \$822,000. Our net asset position remains strong at over \$34 million, with cash and unrestricted investment balances exceeding \$18 million. These achievements reflect our dedication to providing exceptional care while maintaining financial stability, ensuring that Barclay Friends continues to thrive as a trusted and compassionate community.

—Kevin Gleason, Chief Financial Officer

COLLINGTON — Collington is committed to the well-being of residents and staff. Its goal is to ensure a strong organization, prepared for environmental changes while upholding high standards to achieve

its mission, vision, and values. In 2024, Collington reported positive results. Independent Living occupancy averaged 90.4%, ending at 91.2% in December. Assisted living occupancy averaged 80.8%, ending at 82.7% in December. The long-term debt service coverage ratio was 2.39x, with 185 days cash on hand. The net operating margin ratio in December 2024 was 11.56%, an increase from 2023's 9.31%.

Several factors contributed to Collington's success, including hiring additional staff, reducing contract nursing utilization, maintaining independent living occupancy above 90%, continued investment in the campus, and strategic leadership and planning.

The Collington Foundation had a successful fundraising year, raising \$419,636 in monetary and in-kind contributions. This funded \$66,462 in scholarship grants for team members and \$257,922 in fellowship grants for residents.

As Collington moves into 2025, we continue to invest in the campus, residents, team members, and our future.

—Courtney Corcoran, Chief Financial Officer

ENSÓ VILLAGE — 2024 marked the first full year of operations for Enso Village, and the progress we've achieved as a community cannot be overstated. Thanks to the unwavering support of our residents and staff, Enso Village surpassed its forecasted occupancy for Independent Living by year-end.

While the opening of the Assisted Living neighborhood was delayed until October and the Memory Care neighborhood remained closed throughout 2024, the community still delivered a strong financial performance. Ensó Village generated \$13 million in revenue, collected more than \$133 million in Entrance Fees, and successfully retired over \$110 million in short-term debt.

Ensó Village is quickly becoming a destination for top talent. We closed the year with over 100 employees—a 285% increase—reflecting both our growth and the exceptional team we are building.

Though 2024 brought challenges, it was ultimately a year of meaningful progress. Our strong year-end position has set the stage for a promising start

to 2025, with move-in projections consistently exceeded and both residents and staff finding their rhythm. The future of Enso Village is bright, and we are just getting started.

—Adam Bulatewicz, Controller

KENDAL AT HANOVER — In FY 2024, Kendal at Hanover reported an Excess of Revenues over Expenses of approximately \$9.3 million, reflecting continued strong financial performance. The community maintained strong liquidity with Days Cash on Hand of 884 and 892, based on the 2018 and 2016 bond ratio calculations, respectively. Debt Service Coverage Ratios were 3.61 (2018 Bonds) and 3.33 (2016 Bonds), both demonstrating strong capacity to meet debt obligations.

Additionally, the Wait List for apartment residences grew from 719 to 737 applications, reinforcing the community's strong market demand and future revenue potential.

Notable Financial Developments in FY 2024:

- **Fitch Ratings Upgrade:**
In July 2024, Fitch Ratings upgraded Kendal at Hanover's investment grade rating from "BBB+ (positive outlook)" to "A- (stable outlook)", based on FY 2023 audited financial results. The agency cited the community's solid financial performance, strong market position, and consistent entrance fee receipts as key drivers for the upgrade.
- **Exemplary Actuarial Recognition:**
Kendal at Hanover once again earned the A.V. Powell & Associates Exemplary Seal for its Actuarial Compilation Report for the year ending December 31, 2024.
- **Community Center Project (CCP):**
As part of its long-range capital plan, Kendal at Hanover initiated a multi-phase Community Center Project in June 2024, with expected completion in FY 2027. The first phase included a complete renovation of the reception area, improving functionality and aesthetics. The next phase will focus on the Cadbury Dining Room, kitchen renovations, and the construction of a 1,200 sq. ft. mechanical room to build a new air-

handling unit. The projected total cost of the CCP is approximately \$21.4 million.

- **Workforce Stability:**
Kendal at Hanover continues to navigate industry-wide staffing challenges with success. As of this writing, the community does not rely on nursing agency staff and remains committed to being a great place to work.

—Brent Edgerton, Chief Financial Officer

KENDAL AT HOME — In our 20th year, Kendal at Home remained dedicated to empowering individuals to age in place with confidence, dignity, and peace of mind. This milestone year was marked by continued progress as we reinforced the essential services that define our mission and delivered personalized support to those we serve.

Throughout 2024, we strengthened our core offerings of Healthy Aging, Care Management, and Care Coverage, ensuring members received the advocacy and planning needed to thrive at home. Our tiered membership structure continued to meet a range of care and financial preferences. The Foundation Plan, introduced in 2023, gained momentum as a flexible, more accessible option—chosen by 80% of new members this year.

We were proud to welcome 36 new members in 2024, bringing our total active membership to 402 and marking a milestone of over 600 individuals served since Kendal at Home began. Momentum in our newer regions remained strong—Massachusetts and Kentucky together accounted for 38% of new enrollments, underscoring the growing impact of our mission beyond our original footprint.

As with any year, we responded to the evolving care needs of members. In 2024, care-related expenses increased by 19%—reflecting our commitment to ensuring members receive the right level of support at the right time. While revenue grew by 7%, the timing and intensity of care delivery led to an operating loss for the year. This temporary variance was anticipated and supported by reserves, which we have diligently built and managed over time. Our ability to absorb these fluctuations demonstrates the strength and

sustainability of our financial model.

Our year-end financial position remains strong, with total assets increasing to \$8.9 million. Investment balances rose by more than 13%, underscoring our long-term strategy and disciplined reserve management. While we drew on cash to meet rising care needs, overall liabilities remain well-controlled, and our asset base continues to grow. These indicators reinforce our capacity to deliver high-quality care while investing in the systems, staff, and infrastructure that ensure long-term success.

As we look to the future, we do so with gratitude—for our members, partners, and staff—and with clarity in our purpose. We are proud of what has been built over the past 20 years and excited to shape the next chapter with resilience, integrity, and compassion at the forefront.

—Karen Graham, Chief Financial Officer

KENDAL AT ITHACA — Kendal at Ithaca's FY 2024 financial performance was again very notable. Robust demand at all levels of care has enabled Kendal at Ithaca to successfully respond to rising expenses and workforce challenges, as well as enhance resident services. Independent Living (IL) occupancy reached a high not seen since 2008, averaging 96.3% for the year and finishing 2024 at 97.8%. In addition, priority or "wait list" accounts grew by 17%. The continued IL census growth helped Resident Fee revenue increase 7.9% over the prior year. It has now grown 25.9% over the past three years. Health Center occupancy also remained steady throughout 2024, with occupancy for Assisted Living and Skilled Nursing averaging 98.4% and 85.2%, respectively. Kendal at Ithaca showed a Gain from Operations of just over \$800k in FY 2024. After adding investment gains, net assets rose by \$2.3 million. Importantly, Kendal at Ithaca strengthened key financial indicators during 2024. Days Cash on Hand ended the year at a healthy 790 days and the Debt Service Coverage Ratio was a solid 3.89 at year end. S&P Global Ratings again affirmed Kendal at Ithaca's investment grade credit rating of "BBB+ with a stable outlook." Also, the Actuarial Compilation Report as of December 31, 2024, showed key actuarial measures either trending higher or above sector medians, indicating Kendal

at Ithaca's long-term financial position remains extremely healthy.

—Gregory Sommers, Chief Financial Officer

KENDAL AT LEXINGTON — Kendal at Lexington continued to report successful and strong financial metrics in 2024. In February the community was re-accredited by CARF International and in May its Fitch BBB- stable rating was reaffirmed.

Residential living occupancy remained healthy with an average for the year of 94.2%. The community welcomed 27 residents in 17 residential apartments and cottages which resulted in \$9.2 million in entry fees and residential services revenue of \$10,206,000. The average occupancy for the Webster Assisted Living Center was 82.8% with revenue of \$957,000, while the Borden Health Center recorded revenue of \$4,271,000 and an average occupancy of 60.8%. Total revenue of \$25,025,000 included unrealized gains on equity securities of \$2,256,000. Total expenses were \$20,913,000 and resulted in income from operations of \$4,112,000. The year concluded with 1,047 days cash on hand, a debt service coverage ratio of 3.96 and an increase in net assets of \$4,432,000.

Capital projects included the completion of the campus-wide access door system and the second phase of roof replacements.

Looking ahead to 2025, the community looks forward to updating its strategic plan, celebrating its 25th anniversary, and welcoming its new Chief Executive Officer.

—Felicia Bush, Chief Financial Officer

KENDAL AT OBERLIN — 2024 was a year of transition and planning for the future. It began with the successful leadership transition with Seth Vilensky taking the leadership reigns as the new Chief Executive Officer of Kendal at Oberlin. There were several significant financial and operational accomplishments completed in 2024 that included:

The growth in Kendal at Oberlin's investment portfolio of \$66.8 million under the new investment advisory firm and an outsourced Chief Investment Officer supported the strength of Kendal at Oberlin's financial position with a long-term investment

horizon, continued emphasis on Environmental, Social and Governance "ESG" investing and establishing sufficient liquidity to support Kendal's capital spending needs in the future.

The completion of Phase 1 of the Master Plan was achieved in 2024 with the opening of the new Friends Corner dining venue, a new Gathering Room for programs and activities and improved workspace in the Stephens Care Center. The enhanced amenities will support future occupancy increases in the Stephens Care Center and enhance the lives of those we serve.

Planning for Phase 2 of the Master Plan began in the summer of 2024 with over 17 key stakeholder meetings gathering input from over 170 individuals of what is important to residents, staff, Board, and community members who will utilize the new dining venues in the Heiser Community Center in the future. Phase 2 of the Master Plan is scheduled to begin in May of 2025 with a completion date of June 2026. The continued investment in Kendal at Oberlin's campus supports the highest occupancy levels achieved in the Independent Living area of over 96% as of December 31, 2024, with over 98% committed.

A review of Kendal at Oberlin's Stephens Care Center licensures was conducted and it was determined that the number of licensed skilled nursing beds could be reduced from 12 to 5. This resulted in those licenses to be transitioned to a residential care license and increased the number of memory care rooms from 12 to 19 to create the Jameson Neighborhood. This transition supports the long-term needs of the residents and the larger community.

There continued to be a focus on managing the costs of Kendal at Oberlin through leaning into the various group purchasing programs that Kendal is part of. Exploring the use of technology as a labor extender and even the introduction of "Florence" (a floor-cleaning robot) to the housekeeping team.

The Fitch Rating Agency affirmed Kendal at Oberlin's A+ rating with a stable outlook. Fitch indicated the rating reflects Kendal at Oberlin's strong market position, with a national draw and

minimal local competition for its Type "A" contract, midrange operating risk, with a history of solid operating metrics and steady capital spending.

Kendal at Oberlin continues to plan for future growth initiatives that are financially accretive to the community overall.

—Ann O'Malley, Chief Financial Officer

KENDAL NORTHERN OHIO — Kendal Northern Ohio is the outreach arm of Kendal at Oberlin to promote intergenerational activities and develop innovative services to older adults which complement those of existing organizations. The following accomplishments have been highlighted for Kendal Northern Ohio:

Supported two community entities as the Fiscal Agent that included:

- The OberlinKids Collaborative focused on supporting young children and families in the Oberlin area on educational readiness from birth to school age children.
- The Oberlin Community Land Trust, which is seeking "to strengthen diversity and grow communities by holding land in trust for permanently affordable, sustainable housing, home ownership, and other community needs."

Kendal Northern Ohio with financial support from Kendal at Oberlin was able to purchase an affordable housing complex (College Village Apartments) located next to Kendal at Oberlin's campus. This was a strategic investment that supports Kendal's vision to expand its mission to serve a broader market demographic and maintain affordable housing in the City of Oberlin. Kendal Northern Ohio was able to reinvest in the complex using a construction loan which was secured as part of the permanent financing. Kendal Northern Ohio spent over \$700,000 on the College Village Apartments building envelope and heating and cooling equipment to enhance the lives of those who live there.

In 2024, a note payable to Kendal at Oberlin of \$650,000 and related accrued interest was approved to be converted to Community Benefit by Kendal at Oberlin's Board of Directors. This resulted in

strengthening Kendal Northern Ohio's balance sheet and resulted in an overall increase in net assets of \$668,428 in 2024.

Kendal Northern Ohio continued its participation in a special membership agreement with another nonprofit organization to support home health services for residents of Kendal at Oberlin, Lorain County, and certain zip codes in Cuyahoga County.

Kendal Northern Ohio continues to focus on community outreach on behalf of Kendal at Oberlin that is focused on supporting healthy aging and access to health care, transportation needs in Lorain County and housing needs in the City of Oberlin.

—Ann M. O'Malley, Chief Financial Officer

KENDAL ON HUDSON ended 2024 in strong financial condition averaging 95.2% occupancy for the year in Independent Living, 1,145 days cash on hand and a debt service coverage ratio of 5.57x. There were 21 move-ins for the year, generating net entrance fee proceeds of approximately \$14.2 million. Total operating revenue for the 12 months ended December 31, 2024 approximated \$44.1 million an increase of 11.8% compared to 2023. Health care occupancy was strong in Assisted Living at 87.0% for the year and lower in Memory Care and Skilled Nursing at approximately 72.3% and 85.4% for the year, respectively. Total operating expenses for the 12 months ended December 31, 2024 approximated \$37.1 million, an increase of 11.8% compared to 2023. Investments grew by \$12.1 million an increase of 16.6%. Kendal on Hudson is in compliance with all debt covenants at the end of

the year.

—Jean Eccleston, Chief Executive Officer

LATHROP — In 2024, the Lathrop Community celebrated its 35th anniversary since its opening in 1988. The event was well attended by staff, residents, the board, and guests.

The occupancy rate for townhomes and the Inn was 97% and 96% respectively, slightly down from an overall 98% occupancy in 2023. This decrease was primarily due to extensive unit renovations between residents. Despite this, occupancy revenue increased by \$256,000, about 4%, and our cash and investments grew by 40% to nearly \$5 million. Total revenue for the year increased about 6% over 2023 to just under \$8 million. Lathrop paid off over \$230,000 of long-term debt, with total bank debt at year-end of \$915,000. The year ended with 270 days of cash on hand, compared to a budget of 150 days.

In 2024, Lathrop completed its Strategic Plan, focusing on facilities and infrastructure improvements. We welcomed a new Facilities Manager and three new facilities team members. To address the nearly 400 pending work orders, Lathrop purchased a suitable used pick-up truck and a new utility trailer. Both campuses had roofs and windows replaced, totaling over \$300,000. Initiatives under the Environmental Stewardship pillar included an \$80,000 investment in solar for the Meeting House in Northampton which will be completed in 2025, and continued efforts to promote native species and remove invasive plants. These efforts were supported by significant grants from the Easthampton and Northampton cities' Community Preservation Act.

The Kendal Corporation

Condensed Financial Information

beginning 1/1/24 and ending 12/31/24

BALANCE SHEET

Assets

Cash and Investments	2,827,392
Receivable from Affiliates and Intercompany	3,939,984
Other Assets	<u>13,907,554</u>
Total Assets	<u>20,674,930</u>

Total Liabilities

Without Donor Restrictions	14,352,028
With Donor Restrictions	1,278,417

Total Net Assets	15,630,445
Total Liabilities and Net Assets	20,674,930

Statement of Operations

Operating Revenue	
Affiliation Fees	6,330,359
Development Fees	317,333
Investment and Other Income	<u>977,343</u>

Total Operating Revenue	7,625,035
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Expenses	8,295,549
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Operating Gain (Loss)	(670,514)
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Non Operating Revenue	
Realized Gains (Losses) on Investments	218,857
Unrealized Gains (Losses) on Investments	<u>259,081</u>

Increase (Decrease) in

Unrestricted Net Assets	<u>\$ (192,576)</u>
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Kendal Operating Affiliates Selected Financial Information

Fiscal year ending	Collington 12/31/24	Ensó Village 12/31/24	Kendal at Hanover 12/31/24	Kendal at Ithaca 12/31/24	Kendal at Lexington 12/31/24	Kendal at Oberlin 12/31/24
Total Assets	<u>\$87,764,731</u>	<u>\$310,880,448</u>	<u>\$212,186,782</u>	<u>\$121,249,284</u>	<u>\$120,608,661</u>	<u>\$130,591,966</u>
Total Liabilities	114,872,558	351,309,858	136,625,966	107,188,386	96,780,838	62,358,894
Net Assets						
Without Donor Restrictions	(33,016,227)	(40,727,215)	61,639,356	12,445,307	21,388,500	61,105,609
With Donor Restrictions	5,908,400	297,805	13,921,460	1,615,591	2,439,323	7,127,463
Total Net Assets	(27,107,827)	(40,429,410)	75,560,816	14,060,898	23,827,823	68,233,072
Total Liabilities and Net Assets	<u>\$87,764,731</u>	<u>\$310,880,448</u>	<u>\$212,186,782</u>	<u>\$121,249,284</u>	<u>\$120,608,661</u>	<u>\$130,591,966</u>
OPERATING SUMMARY						
Total Income	33,261,710	13,617,942	40,929,820	31,876,932	22,745,053	26,704,210
Total Expense	<u>33,667,266</u>	<u>32,944,545</u>	<u>37,536,196</u>	<u>31,072,787</u>	<u>20,913,054</u>	<u>24,436,827</u>
Gain (Loss) from Operations	(405,556)	(19,326,603)	3,393,624	804,145	1,831,999	2,267,383
Realized Gain (Loss) on Sale of Investments	1,109,203	0	7	7,717	(905)	1,300,973
Unrealized Gain (Loss) on Investments	(429,506)	0	5,026,012	1,268,850	2,242,013	3,716,943
Change in Value of Interest Rate Swap/Caps	0	0	144,209	0	0	(30,916)
Unrestricted Contributions	326,118	0	338,535	0	24,995	28,047
Assets Released from Restriction for Capital	0	0	0	42,299	15,593	26,057
Gain (Loss) on Property, Plant and Equipment	0	0	(1,468)	110	(11,291)	(2,159)
Other	<u>1,573,279</u>	<u>0</u>	<u>78,327</u>	<u>151,779</u>	<u>0</u>	<u>(23,340)</u>
Incr (Decr) in Net Assets without Donor Restrictions	<u>\$2,173,538</u>	<u>\$(19,326,603)</u>	<u>\$8,979,246</u>	<u>\$2,274,900</u>	<u>\$4,102,404</u>	<u>\$7,282,988</u>

Kendal on Hudson 12/31/24	Lathrop 12/31/24	Barclay Friends 12/31/24	Kendal at Home 12/31/24	Kendal Northern Ohio 12/31/24
<u>\$211,237,066</u>	<u>\$21,336,551</u>	<u>\$55,383,890</u>	<u>\$8,905,848</u>	<u>\$3,088,836</u>
206,167,640	46,640,775	21,309,667	15,400,830	2,202,229
5,069,426	(25,541,271)	31,643,254	(6,559,292)	880,450
-	237,047	2,430,969	64,310	6,157
5,069,426	(25,304,224)	34,074,223	(6,494,982)	886,607
<u>\$211,237,066</u>	<u>\$21,336,551</u>	<u>\$55,383,890</u>	<u>\$8,905,848</u>	<u>\$3,088,836</u>
44,008,642	7,915,765	18,199,209	6,020,438	584,069
<u>37,117,972</u>	<u>8,087,398</u>	<u>19,116,765</u>	<u>6,677,042</u>	<u>686,248</u>
6,890,670	(171,633)	(917,556)	(656,604)	(102,179)
125,577	165,042	0	208,408	0
1,562,664	0	398,932	240,996	0
0	0	141,639	0	65,217
0	149,201	88,693	15,519	0
0	0	1,020,574	0	0
0	0	(72,682)	0	0
<u>9,000</u>	<u>5,910</u>	<u>205,033</u>	<u>0</u>	<u>705,390</u>
<u>\$8,587,911</u>	<u>\$148,520</u>	<u>\$864,633</u>	<u>\$(191,681)</u>	<u>\$668,428</u>



David Smart Welcomed as Ensō Village's Executive Director



David Smart

David Smart is the new Executive Director of Ensō Village effective January 2025. With over 20 years of experience in senior living and community management, David brings a wealth of knowledge to advance Ensō Village's mission of fostering mindful aging, sustainability, and contemplative care.

David's leadership philosophy is deeply aligned with Ensō Village's values. He emphasizes a resident-focused approach, ensuring they have a voice in community decisions, alongside a strong commitment to staff development, reflecting his own career

beginnings in senior living at just 14 years old. David aims to guide Ensō Village's growth with his expertise in visioning, strategic planning, operational management, and fiscal oversight.

Rob Lippincott, Board Chair, and Paul Kuenstner, Chair of the Search Committee, expressed their satisfaction with the extensive selection process and their confidence in David's leadership qualities. Vassar Byrd, CEO of The Kendal Corporation, also praised David's rich background and alignment with Ensō Village's culture.

David holds a master's degree in Gerontology and Long-Term Care Administration from Naropa University, a Buddhist-inspired institution.

Please note: Maria Santengelo (Barclay Friends) and Seth Vilensky (Kendal at Oberlin) were acknowledged in last year's annual report.



Kendal at Lexington Welcomed Adam Day as New CEO



Adam Day

Kendal at Lexington welcomed Adam Day as the new Chief Executive Officer, effective June 2025. Adam brings over 20 years of experience in operations management, strategic planning, and community development within senior living organizations — including leading roles at Beaumont at Bryn Mawr and Foxdale Village.

Adam's leadership expertise includes alignment of operational strategies, spearheading impactful renovations, and fostering innovative partnerships. His collaborative approach and dedication to building vibrant communities make him well-suited to guide Kendal at Lexington into the next chapter.

Pam Luecke, Chair of the Kendal at Lexington Board, praised Adam's appreciation for the Quaker-inspired values that underpin the organization, citing his passion for working with staff, residents, and the board to ensure continued growth and success. Vassar Byrd, CEO of The Kendal Corporation, echoed this sentiment, emphasizing Adam's enthusiasm and strategic vision for the future.

Kendal at Lexington expects that Adam's leadership will further enhance its reputation as a leader in senior living, with a focus on fostering strong community ties, operational excellence, and customer satisfaction.



“Together, transforming the experience of aging.®”

Kendal’s Values and Practices tie the System together. We share them with individuals thinking about becoming a member of a Kendal community, with staff before and after they are hired and with Board members before and during their terms of service.

We strive to live up to these values every day:

- Honoring and respecting every person
- Encouraging diversity and inclusion and treating every person as an equal
- Fostering community through transparency, collaboration and listening
- Promoting continuous revelation and lifelong learning
- Acting with integrity and generosity
- Delivering innovative wellness and dignified health care
- Sustaining and improving the environment
- Building meaningful partnerships

Sharing these common values help ensure that residents, Kendal at Home members and staff members of Kendal share the spirit of community and collaboration and the respect for each individual that flow from Quaker principles.

A Culture of Generosity

The Kendal System has always been values-based. Our commitment is “to foster a culture of generosity, encouraging and developing full use of time, talent and resources.” Giving is, at heart, a matter of values. It reflects the intersection of your personal values and those of the Kendal community and beyond.

AFFILIATE FUNDS	FY 2024
Resident Assistance	\$28,315,424
Employee Assistance	\$3,979,510
To Benefit Kendal Community	\$8,688,743
To Benefit Wider Community	\$94,575
Expectancies from CGA’s, Unitrusts & Bequests	<u>\$1,722,485</u>
Total	<u>\$42,800,737</u>
KENDAL CHARITABLE FUNDS (KCF)	
For Kendal Charitable Funds Benefit	\$4,188,314
Expectancies for Affiliate Benefit	<u>\$425,676</u>
Total	<u>\$4,613,990</u>
GRAND TOTAL	<u>\$47,414,727</u>

KCF Corporate Partners: 2024 Appeal



QUALITY INVESTING

THE HAVERFORD TRUST COMPANY



Update: As of June 11, 2025, Kendal Charitable Funds (KCF) formally merged into The Kendal Corporation. The spirit and intention of KCF’s mission will now be under the purview of a newly formed committee — the Advancement Committee — as part of The Kendal Corporation’s board. This milestone reflects a thoughtful alignment of our charitable efforts, ensuring they continue with clarity, efficiency, and shared purpose.

Kendal Charitable Funds

Giving with Purpose:

Advancing the Kendal Charitable Funds Mission



Thirty-six years since its inception, the Kendal Charitable Funds continues to evolve to address the needs of the aging community. Throughout 2024, the foundation successfully fostered a sense of community across the Kendal System and raised awareness for important causes for the future of aging.

The power of philanthropy shone through these accomplishments, specifically as the System worked to raise awareness to end Alzheimer's disease and other forms of dementia.

A Year of Purposeful Giving

Excited to expand upon a successful initiative, Kendal Charitable Funds granted \$5,000 on behalf of each Kendal Affiliate to encourage participation in their local Walk to End Alzheimer's. The funds were utilized to secure a Walk sponsorship position for the Affiliate or directly contribute to the Affiliate's Walk Team.

Affiliates took advantage of the financial support from Kendal Charitable Funds, reached their goals, and participated in walks nationwide, with many noting that this year's funding support truly made a difference in fostering deeper connections with their broader communities. Participating affiliates included: Kendal at Oberlin, Kendal at Home, Kendal at Lexington, Kendal at Ithaca, Kendal at Hanover, Kendal on Hudson, Barclay Friends with The Kendal Corporation, Lathrop Communities, and Collington.

Illustrating their commitment to providing exceptional memory care and support for those experiencing Alzheimer's or other dementias, Kendal at Lexington participated in its local walk for the first time in several years thanks to the foundation's support and donated the funds raised as a result of their events and activities directly to the Alzheimer's Association.

Collington participated as a lead sponsor in their local walk, and Resident Don Zelman served as the representative of a person living with Alzheimer's disease during the Walk's Opening Ceremony.

As a part of Collington's larger educational and engagement activities to raise awareness about Alzheimer's and dementia, they connected with George Washington University researchers conducting a county-wide aging

services needs assessment. Focus groups with 30 residents, organized by Collington Foundation Board Member Chuck VanAnden, informed the study.

"We were thrilled to see such a strong and powerful response to the foundation's financial support," shared Diane Massey, Interim Executive Director at Kendal Charitable Funds. "Affiliates came together to support each other in their programming and efforts, while at the same time making it unique and meaningful to the local Affiliate community."

Generosity Meeting Purpose

In addition to the System-wide funding initiative, the Academy of Hope Public Charter School successfully completed its two-year Promising Innovations Grant. Kendal Charitable Funds provided \$50,000 to support their Certified Nursing Assistant (CNA) Healthcare Career Pathways program, training over a 24-month grant period.

Through this initiative, the Academy of Hope trained and certified 50 adult learners as CNAs, offering hands-on and in-depth training that included clinical practice and shadowing opportunities. Working as a pipeline to the healthcare field, this program prepares CNA graduates for careers in senior living and aging services. The partnership signifies the foundation's reach beyond Affiliates to transform the aging experience across the country.

"For the future of senior living, Kendal Charitable Funds remains focused on advancing Kendal's mission," shared Barbara Freedman, former Board Chair of Kendal Charitable Funds. "We will continue to create new and innovative ways to advance our purpose and calling."





The Kendal Leadership Fellows Program:

Deep Learning for Inspired Leaders

Leadership is not just about titles or positions. It's about a person's influence, self-awareness and ability to inspire others. Since its inception in 2012, the Kendal Leadership Fellows Program has been at the forefront of developing these qualities in participants. Designed to cultivate leaders who embody Kendal's values and mission, this program has empowered employees in various areas and positions to grow personally and professionally.

Here's a closer look at the history, purpose and impact of this innovative program that has been inspiring leaders for over a decade.

From Vision to Reality

What started as a visionary idea from Loraine Deisinger, former Kendal Human Resources Director, and John Diffey, Kendal's CEO at the time, became a reality after nearly a decade of planning. Initially targeting high-level management, the program has since evolved to include informal leaders at all levels, making it accessible to a diverse group of participants eager to make an impact.

The Leadership Fellow's Design Team, which includes Judy Sorum Brown—the program's lead designer since its beginning—and Lynne Giacobbe, CEO of Kendal at Home, has contributed significantly to its success. Their guidance and expertise are instrumental in shaping the program and ensuring its effectiveness.

What Makes the Program So Distinctive?

The Kendal Leadership Fellows Program has a holistic approach that bridges personal development, community connection and practical leadership tools. Here's what makes it stand out:

- **Focus on Leadership as an "Inside Job"**

The program emphasizes that leadership begins within. Self-awareness and personal development lie at the heart of its curriculum. Participants explore their strengths, reflect on their values, and connect deeply with themselves and others.

- **Rooted in Quaker Values**

True to Kendal's heritage, Quakerism plays a pivotal role in the program,

guiding participants toward humility, active listening and thoughtful self-reflection in their leadership journeys.

- **Tools for Growth**

Practical tools like CliftonStrengths assessments, Appreciative Inquiry techniques, and Atul Gawande's book *Being Mortal* teachings equip Fellows to tackle real-world challenges with resilience and authenticity.

- **Connection with Peers in the Kendal System**

Leaders meet confidentially with colleagues from various departments and roles, fostering connections and a deeper understanding of one another and their connections within the Kendal System.

Guided by Exceptional Expertise

Much of the program's success has been attributed to the care and attention the design team and group facilitators share with participants.

Judy Sorum Brown is an acclaimed speaker, writer, poet and educator who focuses on leadership, change, creativity, learning, diversity, dialogue and personal renewal. Her lifelong work spans many areas, including the development of a fellowship program for the non-profit LeadingAge. Her work is about helping people recall deeper principles and their own essence to connect with the authenticity within themselves and in others, and to uncover common ground within their work.

Lynne Giacobbe, a seasoned facilitator and innovative leader, has been serving as the Chief Executive Officer of Kendal at Home since its founding in 2003. She brings her vast experience in the field and ability to ask provocative questions. She has a passion for leadership development and inspires others to accomplish whatever work they're passionate about.

A Transformative Experience

The nine-month curriculum is structured around monthly sessions dedicated to thematic leadership topics. Beginning with introductions and Quaker values, sessions evolve to cover building belonging, leadership tools, and facing crucial moments, culminating with a collective celebration at Kendal headquarters.

Participants describe the program as “inspiring and life changing.” One graduate shared, “This program will shift your perspectives and transform you into a better leader and person. If you’re given the opportunity, take it.”

Through this shared experience, Fellows form lasting relationships across the Kendal System while creating an invaluable support network and shared learning.

Broadened Access

As a result of adapting through the pandemic, the transition from in-person sessions to a virtual Zoom format has been a game-changer. Not only has it reduced costs, but it has also significantly broadened access, allowing for greater inclusivity and scalability.

Impact and Legacy

Over the last decade, the Kendal Leadership Fellows Program has achieved remarkable success. Many Fellows have advanced in their careers, assumed greater responsibilities, and grown their influence within and beyond Kendal.

The Kendal Leadership Fellows Program remains a beacon of growth and potential, with opportunities to deepen its impact. Leaders are not born overnight, but can be cultivated with care through opportunities like these.



Kendal Culinary Cook-Off

A Signature Event

In October of 2024, Executive Chefs from nine communities across the Kendal System gathered at Sysco Headquarters in Houston, Texas, for a dynamic culinary showcase and cook-off. The event highlighted their exceptional culinary talents and facilitated camaraderie within the organization.

For the signature “Cook-Off” event, four teams of two chefs were randomly paired to compete. Each duo was presented with a market basket filled with premium ingredients, including strip steak, sustainably caught gulf snapper, lion’s mane mushrooms, fennel and spreadable salami.

Over the course of an hour and a half, they crafted four plates consisting of one appetizer and one entrée. The winning dish, recognized for its flavor, presentation and creativity, resulted from a collaboration between Executive Chef Eddy Dias from Kendal on Hudson and Director of Culinary Lisa Wilken from Kendal at Oberlin.

The event is not only a fun way for chefs to showcase their talents; it emphasizes Kendal’s commitment to high-quality culinary excellence and community spirit among its chefs.

Christian Ramsey,
Director of Operations

for Kendal, expressed his pride, stating, “This now signature Kendal event showcases the high level of culinary skill, talent and camaraderie Kendal Chefs exhibit each and every day in the Kendal communities they serve. The winning team’s dish was absolutely delicious and beautifully presented. The Kendal team sincerely thanks Sysco for hosting the Gathering and for the use of their state-of-the-art test kitchen.”

Judged by a panel of culinary experts, including Laurel Elliott, Director of Culinary- Outside Consulting & Marketing Services NorAm for Entegra, the competition underscored the collaborative spirit and expertise within the culinary community.

“My sincerest thanks to Christian Ramsey and

the team at Kendal for the invitation to judge their culinary competition at Sysco. Meeting Chris, Chef Neil and the team was an absolute pleasure! Thank you all for your continued partnership,” Laurel shared.

At Kendal, we believe in fostering an environment where creativity and community thrive. This is where tradition meets innovation and where the future of culinary arts is shaped.

The Culinary Cook-off is a showcase event held annually at the Kendal System Culinary “Gathering,” a Kendal tradition of bringing Kendal colleagues together across the country to improve skills, exchange innovative ideas and forge connections that transcend geographic boundaries.



The Power of Connections:

Intergenerational Learning at Kendal

From onsite early learning centers to partnerships with universities and local schools, Kendal's intergenerational approach enriches lives, strengthens communities, and promotes lifelong learning.

Building Bonds

Numerous stories from Kendal communities show generations coming together, forming bonds that nurture empathy, understanding, and joy. By embedding intergenerational programming, communities can create environments where everyone benefits.

More Than an Amenity

The care and thought behind the effort make onsite early learning centers and intergenerational programs stand out. These programs are central to the community's culture, treating residents and younger generations as key players in an inspiring exchange of perspectives, skills, and compassion.

Spotlight on Kendal Early Learning Centers

Kendal at Hanover's Early Learning Center (ELC) has been recognized with the prestigious Program of Merit designation by Generations United, celebrating its innovative intergenerational programming. This recognition places the ELC among an elite group of only 34 programs nationwide commended for exceeding standards of innovation, impact, and intentionality in connecting younger and older generations.

Kendal at Oberlin, which previously earned the designation of a Program of Distinction through Generations United, was recertified and aims to apply for the Merit distinguished accolade next year. Kendal at Oberlin's intergenerational program exemplifies the true spirit of community—embracing diversity, fostering continuous learning, and creating meaningful connections.

The IC3 Program at Kendal at Ithaca is run by an outside organization that uses the Child-Centered Active Learning curriculum. Children and older adult residents have meals in the same dining room and have multiple opportunities to engage.

Celebration and Sharing

From crafting valentines for “grand friends” to exploring the honeybee's life with a resident beekeeper, Kendal ELCs provide countless opportunities for children and older adults to connect.

- Collaborative Learning: Residents volunteer in the preschool classroom, conduct one-on-one visits, craft and tell stories, and support hands-on learning during field trips to local parks, libraries, and orchards.
- Shared Community Spaces: Older adult residents and children enrolled in the early learning centers can connect on-site at the pool, outdoor spaces, on-campus art galleries, and for performance events in the auditoriums, sharing experiences from swimming to spontaneous string quartets.
- Special Celebrations: Together, the communities celebrate events like Dr. Seuss' birthday with Green Eggs and Ham or engaging in shared art and music projects through creative workshops.

Lifelong Learning- University Partnerships

Kendal Affiliates also foster strong ties with colleges and young adults through partnerships with local universities. Residents at Kendal at Lexington benefit from classes at Washington and Lee and with VMI for collaborations, such as computer training. At Kendal at Oberlin, residents enjoy hundreds of Oberlin Conservatory concerts while auditing college classes for free. The University of Maryland School of Music hosts an Artists in Residence program at Collington, uniting musicians and residents through performances and teaching.

Across Kendal locations, partnerships range from mentoring Bowie State students to engaging with local preschoolers, high school interns, and community youth groups in activities that foster connection and mutual growth. Notable examples include Pace University students conducting PT/OT sessions at Kendal on Hudson and shared dining experiences with preschoolers at Kendal at Ithaca.

Retirements of Howard Braxton and Steve Bailey from The Kendal Corporation



Howard Braxton

After an inspiring 45-year career, Howard Braxton, Senior Vice President of Marketing, Sales and Communications, retired, leaving a lasting legacy at The Kendal Corporation. Known for his warmth and professionalism, Howard elevated Kendal's marketing efforts with visionary leadership and collaboration.

Fondly remembered for his vibrant personality, Howard's welcoming smile and sense of humor made him not just a colleague but a friend to many. Thanks to Howard's guidance and dedication, Kendal's marketing team has strong Affiliate

connections, continuing a tradition of excellence inspired by past mentors.

Howard's impact is lasting, and while his absence will be felt, his dedication and contributions have shaped a standard of excellence that lives on in Kendal's culture.



Howard celebrates the Eagles Superbowl win at the Parade held in Philadelphia. Go E A G L E S!

Steve Bailey, Senior Strategy Advisor, ended his 12-year tenure with Kendal with a focus on development and growth. Steve led advisement on development, expansion and renovation projects for Kendal Affiliates. Beyond blueprints, he connected deeply with residents and employees, reinforcing a sense of community.

Steve's initiatives extended into national partnerships, such as intergenerational programs with universities and collaborations with Quaker groups, enriching Kendal's mission. A keystone achievement was the realization of Ensō Village, a Zen-inspired Kendal life plan community in California. This milestone reflects Steve's ability to integrate Kendal's values into groundbreaking projects.

Steve's final role as Senior Strategy Advisor emphasized sustainability, cementing Kendal's leadership in environmentally conscious initiatives. Reflecting on his time, Steve expressed profound gratitude to his colleagues and the Kendal system for their trust and collaboration.



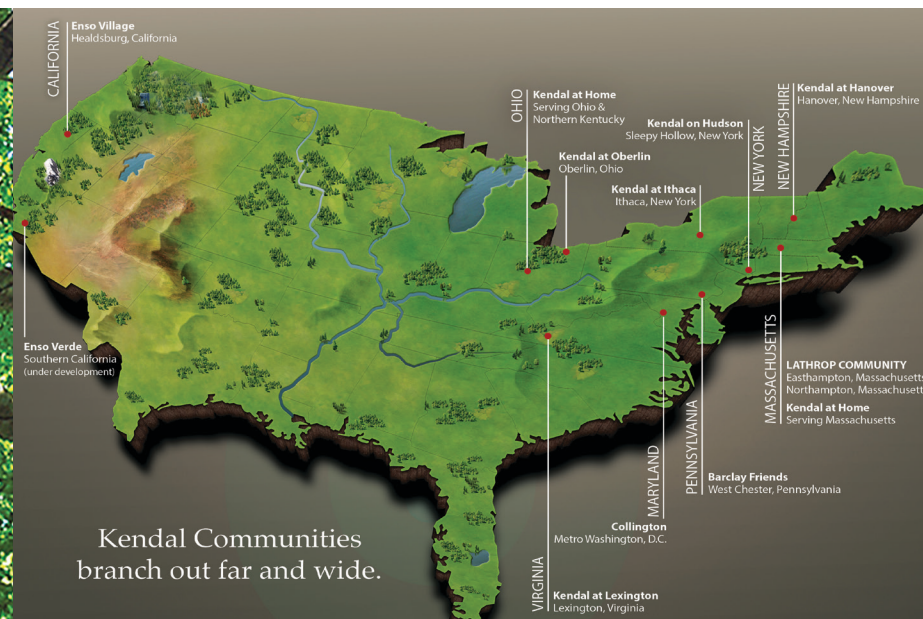
Steve Bailey



Steve's retirement celebration at LeadingAge in Nashville.



KENDAL®
Together, transforming the experience of aging.®



Kendal Leadership

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KENDAL NEW YORK

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Lynne Giacobbe, *Kendal at Home*
Laurie Mante, *Kendal at Ithaca*
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Together, transforming the experience of aging.®

This Annual Report was prepared in direct collaboration with each Affiliate. Each may be represented differently based on the information provided as well as current initiatives at each unique organization. This Annual Report is a reflection of how our values show up in key initiatives among Kendal Affiliates.



Check us out on Facebook at:
[facebook.com/DiscoverKendal](https://www.facebook.com/DiscoverKendal)



THE KENDAL CORPORATION

Kendal is a not-for-profit organization headquartered in Newark, Delaware. The Kendal Corporation's role is to provide advice, leadership and support to the communities and services that make up the Kendal System primarily by helping to develop and disseminate model practices, facilitate economies of scale and advance responsible growth. As a system of not-for-profit communities, programs and services founded on the principles of the Religious Society of Friends (Quakers), Kendal aspires to transform the experience of aging, guided by Kendal's *Values and Practices*.

The Kendal Corporation does not own any Affiliates or any of their assets. The Kendal System uses a federal-type model that seeks to obtain the best of two worlds: sensitivity to local circumstances with most decision-making at a local level, plus the opportunity to benefit from being part of a larger system. Oversight of each Kendal organization is provided by a local volunteer Board of Directors, and residents and community members serve together on those Boards.

Kendal Affiliates are members of LeadingAge and of the respective affiliated state associations:

- LeadingAge PA
- LeadingAge of Maine and New Hampshire
- LeadingAge Massachusetts
- LeadingAge New York
- LeadingAge Ohio
- LeadingAge Maryland
- LeadingAge Virginia

Kendal at Hanover, Kendal at Ithaca, Kendal at Lexington, Kendal at Oberlin and Kendal on Hudson are full-service Life Plan Communities accredited by CARF, an international body that accredits organizations aspiring to excellence.

Barclay Friends is accredited by The Joint Commission, an independent, not-for-profit organization dedicated to improving the quality of care in organized health care settings.

The Kendal Corporation and its Affiliates are members of Friends Services Alliance.

Kendal Affiliates consider and admit residents and members without regard to race, color, gender, sexual orientation, religion, national origin or any other characteristic protected by law.

The Kendal Corporation and Kendal Affiliates operate on the principle of equal opportunity for all qualified persons regardless of race, color, gender, sexual orientation, age, religion, national origin, disability, or any other characteristic protected by law in evaluating any person for employment, training, compensation, promotion or termination.