



Reflection

innovation | growth | impact

ANNUAL REPORT 2023

Enso Village
Healdsburg, California
(under development)

The Admiral at the Lake
Chicago Lakefront

ILLINOIS

OHIO

Kendal at Home
Serving Ohio &
Northern Kentucky

Kendal at Oberlin
Oberlin, Ohio

Kendal at Ithaca
Ithaca, New York

Kendal on Hudson
Sleepy Hollow,
New York

NEW YORK

NEW HAMPSHIRE

Kendal at Hanover
Hanover, New Hampshire

MASSACHUSETTS

LATHROP
Easthampton, Massachusetts
Northampton, Massachusetts

Kendal at Home
Serving Massachusetts

MARYLAND

Collington
Metro Washington, D.C.

PENNSYLVANIA

Barclay Friends
West Chester, Pennsylvania

Kendal-Crosslands Communities
Kennett Square, Pennsylvania

VIRGINIA

Kendal at Lexington
Lexington, Virginia

Kendal Communities
branch out far and wide.

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A Revived Focus on Innovation, Growth and Impact

The Kendal System forged ahead this year with a renewed focus on innovation, growth and impact, culminating in new and improved partnerships and opportunities for residents, members and staff.

When people think about aging services, innovation may not be the first word that comes to mind. But Kendal continued blazing its path, introducing progressive ways to partner with the community, including The Kendal Corporation relocating

to the University of Delaware's STAR Campus and developing partnerships supporting workforce development, innovative technology and operational improvements that will flourish in the coming years.

Across the Kendal System, new technologies and sustainability efforts undeniably impacted the residents, members and staff. These initiatives included enhancing existing campus amenities, such as expanded and accessible nature trails at Kendal at Lexington. Other initiatives involved new additions to the campus showcasing innovations in technology, such as Kendal on Hudson's state-of-the-art gym equipment and roving robots. Barclay Friends launched an innovative solution to Certified Nursing Assistant (CNA) recruitment and retention, Lathrop started a new initiative, "Aging in Community," and Kendal at Home launched the new falls prevention program that is immediately showing positive results.

From coast to coast, environmental impact was a priority. Enso Village, the Zen-

inspired community developed in partnership with the San Francisco Zen Center in Healdsburg, California, has manifested what it looks like to prioritize sustainability in design and operations. In New Hampshire, Kendal at Hanover focused on sustainability efforts by forming the Energy Audit Sprint Team where they learned how to reduce energy use and prioritize low environmental impact efforts.

Kendal on Hudson and The Admiral at the Lake supported certified wildlife habitats providing natural sources of food, water, cover and places to raise young wildlife. Meanwhile, Kendal at Oberlin, Kendal-Crosslands Communities and Collington maintained their cherished arboretums, which provide sprawling areas of trees and woody plants, ready for residents and the community to enjoy.

Kendal also nurtured relationships with the community through initiatives such as the annual Alzheimer's Association walk. Kendal at Ithaca hosted their walk on campus, invigorating staff and residents to join in and

encouraging the local community to participate. The community members represented other local older adult communities, Ithaca College, and The State University of New York at Cortland students, signifying Kendal as a welcoming and inclusive environment.

These areas of innovation, growth and impact are not possible in siloes. This year, as a System, we proudly partnered with national and local organizations, higher education institutions and partners within Kendal to make these initiatives successful. Our work isn't done, and we look forward to new ventures that continue to support residents and members and empower staff and leaders to achieve their full potential.

A handwritten signature in black ink, reading "Annetha".

Annetha Hall, Chair
Board of Directors,
The Kendal Corporation



Support from The Kendal Corporation

I have the honor of serving The Kendal Corporation not only as the Chief Financial Officer, but also as the Interim Chief Executive Officer. I'm looking back on this past year with pride for the team I lead, high regard for Kendal affiliate successes, and the knowledge that we will approach our ever-changing environment with diligence, creativity and commitment.

What excites me about Kendal, and has since I began working here, is that there are always opportunities to lean into our values. Resident engagement, sustainability, respect, and integrity — these are only some examples at the forefront of what drives us. We believe these Kendal values,

shared by all Kendal affiliates, are just what prospective residents and members are looking for. They help set us apart as a modern organization with its “finger on the pulse” of what society wants as it approaches aging.

Many senior living communities and providers have engaged residents. But the “inside/out” leadership present throughout the Kendal System is unique. For example, residents have come together to create SSAFE, a non-profit organization acting nationally in senior living communities to help address the impact of climate change.

The advancement of diversity, equity, inclusion and belonging (DEIB) initiatives across the Kendal System, as well as longstanding and new connections with other organizations that share Kendal values, are also ways we express this commitment to innovation, growth and impact.

An Unending Journey

I see the changes the Kendal System is experiencing as a sign of maturity. As changes occur, new opportunities arise, giving us a chance to enhance Kendal's mission and vision.

Residents and members of the Kendal System cite “Lifelong Learning” — nurturing a spirit of inquiry and curiosity — as a key reason

why they are attracted to Kendal. And so, like the people who make it up, the Kendal System believes in learning that never ends. With decades of experience behind Kendal's success, we will survive and thrive through change, accustomed to the type of reflection and transparency needed to stay strong as we move into the future.

Supporting Durability

In 2022, The Kendal Corporation provided support in key areas of affiliate operations while keeping an eye on the future as the organization discovered innovative and impactful growth opportunities.

In this year's annual report, you'll read more about “Innovation, Growth and Impact” at The Kendal Corporation and throughout the Kendal System.

In finance, having well-managed policies throughout the System has allowed us to withstand the turbulent market in 2022. In human resources, as affiliates responded to the market by updating pay and benefits to attract and retain talent, the HR team at Kendal helped make over 150 changes to the Human Resources Management System (HRMS), each taking days to weeks to complete. To support marketing and sales, we led the successful conversion of our shared Customer Relationship

Management (CRM) sales database to a more nimble and data-driven platform, enhanced the Kendal website, and secured regular features in news outlets. All of these and more have helped strengthen our reputation for excellence.

The creation of the system-wide Innovation and Impact committees; the move to a more efficient, secure, and reliable data center; a new high-tech office on a university campus; and the implementation of a new service desk, enterprise monitoring software and advanced security applications are just some examples of the investments we've made in technology.

The Future is Bright

As the new year unfolds, The Kendal Corporation will continue to make connections to empower learning and sharing across the System. We believe that together, we can positively impact our world: for those we serve, and for those we serve with.

This exploration of transforming the experience of aging together is quite beautiful...and is absolutely working.

A handwritten signature in black ink that reads “Amy” in a cursive, flowing script.

Amy Harrison, Chief Financial Officer and Interim CEO, The Kendal Corporation



KENDAL AT HANOVER

Plans for a Greener Future

At Kendal at Hanover, being environmentally responsible in the present is an everyday priority. And now, the community is taking steps to ensure sustainability remains central to its mission and existence for years to come by conducting a campus energy audit.

Residents, the board and the administration of Kendal at Hanover see a future campus that generates a minimal carbon footprint. In 2022, they took the lead by forming the Energy Audit Sprint Team (E.A.S.T.) and taking steps to plan the energy audit. Peter Genereaux, a resident of Kendal at Hanover and E.A.S.T. member said, "By completing this audit, we will provide Kendal at Hanover with an independent assessment that outlines its energy efficiencies and recommend remediation initiatives. By implementing these changes, we will be on track to achieve carbon neutrality by 2050."

Additional members include residents Margaret Clark and Stuart White. The staff members helping to lead include Jeff Roosevelt, Director of Community Relations and Marketing; Dean Sorenson, Facilities Director; David Urso, Chief Operating Officer; Brent Edgerton, Chief Financial Officer; and Beth Vettori, Chief Executive Officer.

Together E.A.S.T. is building a vision of a greener future into the community's very foundation with the help of the Resilient Buildings Group, the partner conducting the energy audit. The audit will identify opportunities where Kendal at Hanover can

reduce energy usage while finding solutions that prioritize low environmental impact and cost-effectiveness. The audit also will discover sustainability needs which will inform future requests to fund improvement projects. For several years, the community has had an energy dashboard that displays energy consumption on campus. With the audit and its subsequent recommendations, the team will be able to use this dashboard as an evaluation tool.

"This energy audit is an exciting step toward taking responsibility for our impact on the planet and determining our priorities for change based on clear data, an analysis of cost-effectiveness, and an understanding of the return on the investment over time," shared Margaret Clark, a resident at Kendal at Hanover and member of E.A.S.T. "The entire community is involved and supportive of this project and we are confident it will help us shrink our energy usage."

In recent years, Kendal at Hanover has been even more intentional in how it plans to reduce the campus' carbon footprint by incorporating its sustainability goals into its overall strategic plan. Committed residents like those in E.A.S.T. are a catalyst for these sustainability initiatives and feel personal passion for joining in the global fight against climate change. With the support of the whole community, from the residents to staff and administration, the future at Kendal at Hanover is bright — and green.

IMPACT

Beth Vettori, CEO



“The entire community is involved and supportive of this project and we are confident it will help us shrink our energy usage.”

—Margaret Clark





INNOVATION

“I think this is cutting edge. The new lighting is meaningful to the environment and to the people who reside at Kendal.”

—Rey Carrion



Barbara Thomas, CEO



Innovations in Lighting

KENDAL AT OBERLIN

As Kendal at Oberlin celebrates 30 years, innovation continues to light the way for the community. With new technology and a focus on healthy aging, Kendal is shining the spotlight on *light*.

Outdoor lighting for the 110-acre campus is being updated with environmentally friendly and security conscious fixtures. Indoor lighting in sections of the Stephens Care Center is being replaced with circadian lighting that promotes health.

“I think this is cutting edge. The new lighting is meaningful to the environment and to the people who reside at Kendal,” says Rey Carrion, Director of Facility Services.

The effort to reduce light pollution is being spearheaded by Terry McGowan, a lighting engineer who moved to Kendal in 2019. Outdoor lighting can confuse and kill migratory birds, disrupt our biological clocks and waste energy and money.

So far, about 10 percent of the campus has been updated with energy-efficient, shielded outdoor lighting, with 18-foot poles in parking lots and low “bollard” fixtures

along pedestrian pathways. “We were careful to mount the bollard fixtures so they would not be glaring even for people in wheelchairs, and I haven’t heard one complaint,” Terry says.

Kendal aims to eventually replace all outdoor lighting so it can be certified as a “dark sky” community by the International Dark-Sky Association. Ohio has only two IDA-certified Dark Sky places and there are no Life Plan Communities on the international list. “I’d love to make Kendal the first,” he says.

In addition to financial support from Kendal, lighting initiatives have received backing from the City of Oberlin Sustainable Reserve Fund (\$43,500) and the Oberlin College Green Edge Fund (\$7,500).

Lighting innovation is included in the renovation of the Stephens Care Center as part of the Kendal Master Plan. Circadian lighting provides abundant light during the daytime, with low levels of “warm” light in the evening and dim or no light at night so the body stays in sync with its natural 24-hour cycle. In senior living communities, the challenge is minimizing glare since older eyes not

only need more light to see but are also more sensitive to glare. When the renovation is complete in early 2024, the dining and recreational and leisure areas will feature circadian lighting.

An advantage of both lighting projects is controllability. Newer controls that provide the right amount of light at the right time are essential to match residents’ day-to-day lives on campus and time of day.

Educating residents about lighting issues and aging eyes is a focus at Kendal. Terry has led talks on the topic and shared the booklet “Lighting Your Way To Better Vision,” a free download from the Illuminating Engineering Society (<https://store.ies.org/product/lighting-your-way-to-better-vision/>). It addresses the practical problems of adapting lighting – indoors and out – to meet the needs of older people.

“As we age, our eyes need more light and less glare for good vision. But the good news is that new types of light sources and systems are improving the quality of lighting even outdoors where shielded and controlled light is reducing light pollution and glare,” Terry says.



LATHROP

The Power of Community — Living at Lathrop

It's hard to believe the Lathrop Community is celebrating 35 years since its incorporation and 25 years since the opening of the Inn, which offers enhanced independent living. In 2024, the community will recognize 20 years of affiliation with The Kendal Corporation. The evolution and growth of Lathrop are undoubtedly positive. Still, the community's origins remain in the independent living Townhomes, idyllically clustered on "Lanes" with names like Mulberry, Crabapple and Hawthorn.

This year, the community included a new initiative, "Aging in Community," in the new Strategic Plan and worked quickly to get it underway, recognizing the value of the Lane structure. Built with a simple design, the impact of the Lane structure has been far-reaching. The residents who live on a Lane become a tight-knit neighborhood within the larger Lathrop community.

In addition, Lathrop created a wellness coordinator position to partner specifically with Townhome residents to identify their support needs, explore options, and ensure preventative measures are in place. Residents were called upon to share their voices through the Aging in Community Advisory Committee. The group gathers a range of skills and experiences, from graduate degrees in geriatric research to having cared for a spouse or partner through the end of life.

"It's been incredible to admire how neighbors watch out for one another. They learn each other's habits and quickly check in if they're concerned about someone's well-being," shares

Cindy Jerome, CEO at Lathrop. "For example, if a resident has a health concern which requires a hospital stay, neighbors walk their dog, water the plants and set up a 'meal train' for their return."

Residents of Lathrop value being of service and are eager to help. There's a true sense of agency in building a caring network to which everyone contributes and from which everyone benefits. Agency, and the ability for individuals to pilot their own lives, is a vital part of aging well at Lathrop. Of course, there are limits to what a neighbor can provide. But, working within the programs and services that Lathrop offers, the community is resolved to continually improve how residents can age well and embrace purposeful living.

The Aging in Community Advisory Committee surveyed all residents, gathering a list of challenges and support needed, and questioning what assistance is already in place. The results revealed fascinating and helpful information, including the value of a sense of agency. This year, the committee will use this information to identify ideas and recommendations for leadership at Lathrop. Some topics already identified are technology, accessibility and gathering spaces that further foster community.

For Lathrop, it is now a time of reflection on the beauty within the lanes. It reinforced the value of adding the resident voice to community decisions, encouraging them to take ownership in how they grow older in their homes and community. But, most importantly, it reminded the campus of the distinct value that Lathrop offers, which is made possible by the caring relationships of neighbors which echo

Lathrop's Quaker roots.



IMPACT

“It's been incredible to admire how neighbors watch out for one another. They learn each other's habits and quickly check in if they're concerned about someone's well-being.”



Cindy Jerome, CEO



INNOVATION

“The residents enjoy the personalization that the equipment offers. It also allows them to remain competitive with themselves.”

Cathy DiSomma



Steve Fishler, Interim CEO

KENDAL ON HUDSON

Embracing Technology

Kendal on Hudson embraces an innovative spirit with AI-powered gym equipment, roving robots, and new apartment communication systems. These bold additions to the community are enhancing resident experiences and improving employees' day-to-day operations.

“Juliet” and “Baby Dee” are two of the latest additions to the community. The roving vacuum and roving waitress, affectionately nicknamed by the residents, assist in the kitchen and throughout residences. Deaz Banks, the community's Environmental Services Manager, noted that staff and residents were initially hesitant about the new technology and have been pleasantly surprised with the value add, “It's been very easy for staff to use the new robots and they've allowed time to focus on other important tasks around the community. Programming them was easier than expected, and the training time was minimal. The residents have also expressed how adding the technology has been a positive inclusion.”

Another augmentation for the community comes through an upgraded health and fitness center. In late 2022, the community purchased equipment from Technogym, a forward-thinking company that

provides AI-driven, bio-feedback technology for consumers. The new equipment allows residents and employees of Kendal on Hudson to have innovative and personalized fitness regimens, through the use of preset wristbands.

Cathy DiSomma, the community's Fitness Coordinator, shares that one of the top benefits is providing residents autonomy over their workout regime, “The equipment can detect if someone is progressing or fatigued. When it recognizes a resident's progress, it can encourage them to increase their resistance or shorten their breaks. On the other hand, if a resident hasn't worked out in a while, it will guide them to decrease their weight. The residents enjoy the personalization that the equipment offers. It also allows them to remain competitive with themselves.”

The equipment has been a huge hit, with 150 residents already enjoying their customized workouts. Other benefits include tracking residents' usage and providing a morale boost for staff who enjoy using the equipment.

CATIE, the resident apartment communication system, is the most widely used technology added to the community. For several years, the community

had recognized the need for a streamlined communication tool across the campus. Previously, news and announcements came through paper notices in the residents' mailboxes. With CATIE, Kendal on Hudson can instantaneously share updates with each resident. Other benefits of the technology include a resident check-in system, an alert for mail, weekly dining menus, a community calendar, a resident directory and a news corner. In addition, the program plans to add work orders, event registration, transportation requests and more.

Technological advances across Kendal on Hudson improve process efficiency and provide long-lasting results. Perhaps the most important gain is that residents experience greater social connection, convenience and health benefits. Embracing technology has improved their quality of life and increased independence through a rekindled passion for fitness with cutting-edge equipment, enjoying instantaneous news and CATIE device alerts, and having more direct access to community events and resources. Initially curious and a little apprehensive about new devices and advances, the community now gleefully anticipates Kendal on Hudson's next digital add-on.





BARCLAY FRIENDS

Innovative Approach to Certified Nursing Assistant Training

Barclay Friends has found a successful, sustainable way to recruit and retain Certified Nursing Assistants (CNAs) who provide critical care to residents daily. CNAs assist in daily living activities such as showering, transferring a resident from one place to another, feeding assistance, and so much more. Like many organizations, Barclay Friends recognized the need to grow the pool of CNAs proactively and ensure high standards for hiring these workers, taking great care to find people who believe and practice Kendal's values.

For Barclay Friends, it wasn't finding people interested in the field of work that was a challenge. Instead, the barriers of out-of-pocket costs and the time needed to devote to training deterred people from pursuing CNA jobs. Mariesly Febles, Education Coordinator at Barclay Friends shared, "Most people can't commit to three weeks unpaid from their job. It could devastate the finances of the family. By providing a paid opportunity to train as a CNA, we empower them to take this next step and ultimately provide a better income for their family."

The community has also recognized that employees who train on-site are better aligned to Kendal's values, which stem from its Quaker roots. Laura Smith, Director of Health Services shares, "These individuals acclimate to these values from the get-go. It's helped on the recruitment and retention sides, as it organically spreads that culture throughout our community."

Individuals who participate in the program are paid for their training period, and receive immediate employment, health benefits, PTO and a 503b plan following graduation. Most importantly, they are provided with flexible scheduling and the opportunity for future career growth.

A graduate of the CNA training program was working in a local department store

when the training director at Barclay Friends recruited her. Kiariliz Marie Lopez Varges shared her appreciation for the new skills and opportunities she gained, "I really like it at Barclay Friends because I enjoy interacting with the residents." As a result of being hired as an employee at Barclay Friends, Kiariliz increased her income and pursued further education in nursing through the Tuition Assistance program. This tuition advantage is just one more reason that people are drawn to the CNA training, knowing that the sky is the limit when it comes

to continuing their education as an LPN or RN.

The program was so successful this year that Barclay Friends has committed to continue the program, with four cohorts confirmed for 2023. The program, which bloomed from a desire to grow the workforce pipeline, has surpassed the community's expectations. The number of CNAs on campus has grown exponentially and has attracted people from diverse backgrounds who enhance the experience of all at Barclay Friends.



“These individuals acclimate to Kendal's values from the get-go.”

—Laura Smith



Linda Sterthous,
Executive Director



KENDAL AT LEXINGTON

Expanded Trails for Enjoying Gorgeous Views

Imagine stepping outside your door and taking in 84 acres of rolling farmland, a breathtaking view of the Blue Ridge Mountains, and an accessible and diverse system of walking trails. For residents of Kendal at Lexington, this benefit is a significant draw to the community, which supports an active and vibrant lifestyle.

One group of residents particularly interested in the great outdoors set out to improve access to the Lexington campus, which hosts various ecosystems, including rural pasturelands, meadows, forests and wetlands. Headed by resident Bruce Dwyer and fellow residents Wick Walker, Bruce Summers and Vic Crane, they set to work on the hiking trails on and surrounding the campus to expand them and make them safer to navigate.

The trails, which total 2.12 miles and boast a total ascent/descent of 336 feet, are now ready for

walking adventures with brand new pathways. Residents were quick to enjoy this updated amenity, with some taking advantage of Bruce's guided, and impromptu, walking tours and many others exploring the trails independently.

Whether you're seeking a brisk aerobic walk or an aesthetically pleasing stroll, the trails offer an opportunity to bask in nature's beauty. Walkers may spot milkweed wildflowers that are intentionally left undisturbed to support the butterfly population, benches made from recycled plastic film, groves of recently planted trees, and open fields where the cows graze. The views from atop of Sycamore Hill will blow you away.

Residents aren't the only ones enjoying the new terrain. Wick Walker and his border collie Misty are two of the most frequent users. Unsurprisingly, the dogs may enjoy the trail even more than their human owners. In December, Kendal at Lexington added a new dog park that connects to the trails, where residents with and without dogs enjoy hanging out, soaking in the company of the community's four-legged friends.

INNOVATION

“I never tire of hearing residents share that the campus truly has the ‘wow’ factor.”



Jan Bigelow, CEO

In addition, the community has intentionally designed the trails to be inclusive to residents with less mobility. Parts of the course are accessible by motorized carts, allowing everyone to experience the serenity of the trails. Others may enjoy the picnic tables at the trail entrance or take a break while walking on the benches available. The trails are also enjoyed by members of the local community, including school groups that walk through on their way to the neighboring Boxerwood Garden & Nature Center.

“Improving the walking trails has added another innovative option for residents to enjoy. I never tire of hearing residents share that the campus truly has the ‘wow’ factor,” said Jan Bigelow, CEO of Kendal at Lexington. “The campus amenities, including the improved trails, allow the community to enjoy the beauty Kendal at Lexington has to offer.”

It doesn't take more than a warm invitation from a neighbor to get the community moving. Residents and staff are in no short supply of ways to stay active. So, if you visit the campus, bring your walking shoes and be ready to revel in nature's bounty.





KENDAL AT HOME

"Stepping On" to Reduce Falls



Enjoying the next step in life looks different for everyone. For some, their journey includes living safely in their own home as they age. Kendal at Home makes this desire possible by fostering autonomy through various offerings.

Focused on treating the whole person, Kendal at Home's holistic approach encourages members to prioritize their physical health, mental health and safety through educational resources and customized plans for care management. An area of renewed focus is fall prevention. Falls are a common threat to living independently, plaguing older adults across the United States. Thankfully, falls are often avoidable and greatly reduced with proper education.

A new program offered by Kendal at Home, Stepping On, rolled out in 2022. The educational program, the brainchild of Dr. Lindy Clemson, was conceived to help older adults avoid falling. Completing the program is truly liberating for participants and is scientifically proven to decrease falls by 31%. The program takes place over seven weeks and is conducted by trained facilitators, and clinical guest speakers.

"When I saw the alarming statistics around falls in older adults, I knew Kendal at Home needed to increase our efforts in this area," said Lynne Giacobbe, of Kendal at Home. "With this amplified focus on fall prevention, we are taking a step towards eradicating the normalcy of falls for members."

The Stepping On initiative increases confidence in graduates, providing the knowledge they need to design their houses with care, and navigate the greater community safely. The program further promotes autonomy in members by encouraging daily balance exercises and strength training techniques that can be completed independently.

Many risk factors for a fall are obvious; risk factors can include physical health qualms, including difficulties with balance, vision or feet problems. But, sometimes, common household applications such as throw rugs and railings can unknowingly pose a threat. The consequences are alarming. One in five people who experience a fall will suffer serious injury and even if a fall does not cause an injury, it can significantly increase the risk of another fall.

Knowing the risks, members are enthusiastically signing up to participate in the program. MP, a first cohort member, shares how this directly impacted her health and safety, "As a result of being in the Stepping On course, I became more assertive in taking care of my own health and safety. For example, I knew my son had removed a handrail from the stairway to his basement guest room, so, before visiting him recently, I asked him to replace the rail."

These small, positive life changes are exactly what Stepping On is about. The next two cohorts for the program are confirmed, and members of Kendal at Home are eager to take charge of their safety and secure their peace of mind.

IMPACT

"When I saw the alarming statistics around falls in older adults, I knew Kendal at Home needed to increase our efforts in this area."



Lynne Giacobbe, CEO



GROWTH

“We are intentional about bringing people of different backgrounds and perspectives together in 2023 and supporting a multilingual, belonging-focused community.”



Rosemary Jordan, CEO

ENSO VILLAGE A YEAR OF GROWTH

Enso Village reached new milestones this year, growing increasingly close to welcoming residents to its 15-acre campus in Healdsburg, California. The Zen-inspired community brings a desired option to Sonoma County, redefining aging with a focus on the joys of nature, environmental stewardship and healthy living.

In August of 2022, the community marked a momentous milestone as it celebrated its topping-off ceremony. More than 100 people gathered at a ceremonial beam signing to signify the final piece of framing. Future residents stood alongside Rosemary Jordan, CEO of Enso Village; Susan O'Connell, Spiritual Director of Enso Village; and Linda Ruth Cutts, Senior Dharma Teacher for the San Francisco Zen Center.

The palpable excitement of residents heightened the event as they embarked on the next step to call this community home. The ceremony signified the fruition of years of dedicated effort and thoughtful planning, highlighting the community's commitment to treading lightly on the land through every corner of the property. In addition, it brought to life the photos and videos that have been regularly sent and shared on social media and websites to keep residents informed.

Moreover, Enso Village began recruiting several pivotal positions for the people function, spiritual life, and resident experience this year. This Zen-inspired and Kendal-aligned community represents a concordance of values and interests. The

Board and Executive Leadership have declared that being an ethical, supportive and purpose-driven employer is equally important to its commitment to creating a path-breaking experience for residents.

Rosemary Jordan, CEO of Enso Village, shares, “Team members are more than employees at Enso Village. They will become part of the community, alongside their teammates and residents, to achieve a more mindful life. We are intentional about bringing people of different backgrounds and perspectives together in 2023 and supporting a multilingual, belonging-focused community.”

As residents arrive in 2023, Enso Village is poised to usher in a new era of aging infused with diverse stories, experiences and people.





KENDAL AT ITHACA

Walking to End Alzheimer's

On September 10, 2022, Kendal at Ithaca hosted on their campus the Ithaca-Cortland, New York, Walk to End Alzheimer's. The day was clear and warm, perfect for navigating the two-mile course. 300 participants traveled in baby buggies, by foot, by paw, with walkers and canes and completely solo. The symbolic flowers waved in the breeze: orange for supporters and advocates for a world without Alzheimer's; purple for people who have lost someone to the disease; blue for those who are currently living with Alzheimer's; and yellow for individuals caring for someone with Alzheimer's disease.

Resident volunteers and staff from Kendal at Ithaca were instrumental in supporting the event. Their efforts included helping at the registration desk, acting as walk guides along the route, cheering on the participants with signs and enthusiasm, stepping up as Promise Garden organizers and parking lot guides, as well as providing roaming support and water from the hydration stations.

In addition to supporting the event, staff and residents of Kendal at Ithaca held other events to raise funds for the Kendal team leading up to the walk day. For example, staff could donate and receive a ticket for a "dress down" day. Their donations purchased purple ribbons and made a flower garden display possible.

Additional participants included staff and residents from other local older adult communities, assisted living residences and skilled nursing centers. Their buses and vans decorated the parking lot and declared their support in

a very visible way. Participation among these groups was greater than in the past as Kendal at Ithaca is increasingly considered a welcoming place to work and reside, evident through the inclusive atmosphere and accessibility for residents using walkers and wheelchairs.

Ithaca College students in attendance at the walk represented the gerontology and physician assistant program. In addition, students from The State University of New York at Cortland Alpha Phi Fraternity were there in force.

Many area businesses provided sponsorships, and local law enforcement provided security. The event was exceedingly successful, as over 100% of the fundraising goal was met. In all, 400 participants raised \$65,000 to benefit the Alzheimer's Association. Kendal at Ithaca was proud to welcome all the participants and volunteers to the community.

It inspired many to see the delight on the faces of residents impacted by Alzheimer's watching the walkers passing by and greeting them with a wave of their flowers.



IMPACT

The event was exceedingly successful, as over 100% of the fundraising goal was met. In all, 400 participants raised \$65,000 to benefit the Alzheimer's Association.

Laurie Mante, Executive Director





INNOVATION



“We can make a difference by working with our neighbors, the administration and residents across Kendal.”
—Steve Woodbury



Ann Gillespie, CEO



COLLINGTON

Sustaining and Improving the Environment

Collington continues its charge to be part of a larger solution to the negative impacts of climate change by investing in joint sustainability initiatives between staff and residents. While making a significant impact on helping the environment can seem daunting, efforts as small as reducing plastic bottles and as large as conducting a comprehensive energy audit all move the needle towards a more sustainable approach to utilizing limited natural resources and impacting the earth's climate.

Notably, Collington's Sustainability Plan, which covers three years starting in 2021, starts with the "Avoidance of Harm", and focuses on improving energy efficiency, purchasing "green" products and reducing waste. The plan also recognizes the balancing act of using natural resources, such as food to eat, while meeting sustainability goals through efforts such as replanting every head of lettuce that makes its way to the salad bar.

The primary objectives identified in the Sustainability Plan include eliminating waste and replacing fossil fuels with renewable energy options. The development of nine initiatives stemmed from these objectives and identified specific sustainability actions to implement across the campus.

Although there are always ways to improve a community's sustainability efforts, Collington is proud of the efforts made so far, and is excited about ongoing initiatives. For example, residents across the community collected and recycled plastic film and earned a second TREX bench that sits proudly on the campus. A TREX bench is a high-performance composite bench awarded when a team collects more than 500 pounds of plastic refuse in six months (about 40,500 plastic bags). The campus also converted outdoor lighting along the

roadways, parking lots, and covered walkways to LED fixtures, an energy-efficient and dark-sky compliant option. Additionally, the campus ceased using herbicides and pesticides on lawns, plus fundraised for electric vehicle charging stations, which were installed in early 2023.

Other initiatives were carried out by the culinary staff, who committed to paying closer attention to the vegetarian options on the menu. In fact, in 2022, the number of vegetarian meals increased three-fold. The composting program for resident food waste also grew, expanding from four bins to six. Furthermore, an ongoing effort is being made to calculate Collington's carbon footprint from building energy use over two years.

Steve Woodbury, a resident and member of the Collington Climate Action Committee, shares, "Collington offers a wonderful opportunity to work with neighbors and the administration to address climate change, the defining issue of our time. We want to have a livable world for our grandchildren. Collington community members have a lifetime of experience and professional expertise to help bring about the changes we need. We can make a difference by working with our neighbors, the administration and residents across Kendal."

By implementing the Sustainability Plan, Collington is prepared for the effort needed to impact change and will be a part of shaping a greener future. Through a collaborative approach between staff and residents, the community will effectively reduce waste, improve energy efficiency and shape a new direction for culinary options on campus. This year has provided notable wins and, most importantly, engaged many staff members and residents in making a positive impact on the environment.





G R O W T H



Fifty years ago, friends were forward thinking and knew there was a better way in retirement and established the first Kendal community, Kendal at Longwood.

Lisa Marsilio, CEO

KENDAL-CROSSLANDS COMMUNITIES Celebrates Two Milestone Anniversaries



Fifty years ago, friends were forward thinking and knew there was a better way in retirement and established the first Kendal community, Kendal at Longwood. Today, residents, staff, and the board couldn't be more thrilled. Throughout 2023, the community will continue to gather, honoring the past and celebrating what is to come. Residents and staff look forward to sharing stories of their experiences in the community over the years with plenty of smiles and laughter, highlighting their many accomplishments. There is a sense of pride in what has been achieved over the past 50 years and excitement for what is yet to come. Plans for the future include a newly renovated health center with a design that places innovation at the forefront. You can learn more about the 50th anniversary by watching this video <https://www.youtube.com/watch?v=Nb8HrJqRT6w>.

Crosslands celebrated a milestone, 45 years in the community. The 45th anniversary was a momentous occasion to celebrate the past and look forward to the future. Joining in the celebrations were new residents who moved in just in time to enjoy the festivities. Crosslands broke ground in 2021 on a new 10-apartment building and eight cottages. With these open, bright homes beautifully outfitted to fit an engaged lifestyle, the new residents know that the founders' goal of fostering a vibrant and active community was achieved.

These milestones are a reminder of the community's strength and resilience and how it has touched the lives of residents over the years. So, as we celebrate, we continue to embrace the values of community, friendship, and support that have made Kendal-Crosslands Communities such a special place to call home. Here's to the next 50 years!



Scan code
using your
smart phone
to see video





IMPACT

“We want you to come as you are. You don’t have to pretend to be something you’re not.”

—Brit Vipham

Nadia Geigler, CEO



At The Admiral at the Lake, residents and staff members are empowered to be themselves unapologetically. Year-round, The Admiral prides itself in being inclusive to those who are part of the LGBTQ+ community. But during Pride Month, the everyday celebration of diversity, equity, inclusion, access and belonging (DEIAB) is amplified.

Kicking off in early June of 2022, The Admiral celebrated the LGBTQ+ community. They participated in and hosted programming in honor of Pride Month, waved Pride and Progress flags, and capped off the month-long celebration by marching and dancing in the Chicago Pride Parade. Staff members and residents walked and rode on a float in the parade with local organization partner, Uptown United, and were the only senior living community to be in the parade celebrating.

Resident Ken Irvine (he / him) has enjoyed the freedom to embrace his identity and connect with other LGBTQ+ people thanks in part to The Admiral staff’s efforts to foster an accepting community. “No one is hung up on whether you’re

THE ADMIRAL AT THE LAKE Celebrating Inclusion

gay or not gay, and I’ve met other people who share my viewpoints,” Ken says. “So, I’m a happy camper here.”

Cultivating a welcoming environment is a cornerstone of The Admiral. The community reinvigorated their approach to DEIAB, as guided by their Strategic Plan which identified the need to expand their commitment to diversity. The Admiral approaches DEIAB as a team effort that is the shared responsibility of the entire community. Leading the charge — but working collaboratively to build consensus across the community — are The Admiral’s DEIAB Ambassadors, comprising residents, staff and board members. The group defined The Admiral’s Cultural Values Statement which ensures everyone understands the intentionality behind DEIAB efforts and illustrates how DEIAB is central to everyday life and operations.

To illustrate this commitment, The Admiral is certified platinum by SAGECare, the country’s oldest and largest non-profit organization dedicated to improving the lives of LGBTQ+ older adults. This certification signals that the majority of staff have received in-depth training to understand LGBTQ+ elders’ experiences better so they can provide culturally competent service. For example, employees are trained in topics such as creating a welcoming environment for all residents and understanding the culture, needs and concerns of LGBTQ+ older adults.

In addition, a group of residents, staff and board members participated in a cultural values

workshop to understand how the group prefers to navigate life, providing insight into how to improve interpersonal effectiveness. The workshop revealed the need to educate further on gender pronouns, which the community quickly accepted and integrated. Numerous forums now emphasize the preferred pronouns of community members, including the welcome board for new staff and residents, and introductions at every meeting.

Staff member Brit Vipham (they / them) echoes the community’s inclusive approach, “We want you to come as you are. You don’t have to pretend to be something you’re not. All we want are kind folks who want to get to know one another and get involved.”

The Admiral is a true pioneer with its focus on DEIAB and goes beyond fulfilling an independent lifestyle and providing long-term care for today’s aging adults in Chicago. The community strives to continually support the LGBTQ+ older adult population and model inclusivity in senior living.



System Finances

The Kendal System, founded in 1971, is a collaborative of interdependent not-for-profit senior-living programs, communities and services founded on the Religious Society of Friends (Quakers) principles. Kendal's *Values and Practices* are shared among all Kendal affiliates and are the basis of our work. The System has evolved to the current federal-style model with 11 operating affiliates nationwide (Enso Village will be the 12th) when it opens. Each Kendal affiliate is a locally governed 501(c)(3) organization with an independent board of directors and leadership team with close ties to the local community. In the federal-style model, The Kendal Corporation is the supporting organization with responsibilities for coordinating and facilitating services and model practices throughout the Kendal System and for expanding the Kendal mission through growth that is aligned with the organization's values. Financial resources and obligations are unique to each Kendal organization, providing the best of both worlds: sensitivity and responsiveness to local environments and culture combined with the advantages of being part of a more extensive, values-based system. The following narratives provide context for the financial results and are unique to each affiliate. The Kendal Corporation does not prepare consolidated financial reports for the Kendal System.

The Kendal Corporation spent much of 2022 navigating the post-pandemic landscape, focusing on serving its supported organizations through increased efficiency, growth and innovation. We continued to develop and execute an IT Strategic Plan, aligning the work of technology professionals with the business goals and needs of The Kendal Corporation and the Kendal System. To further enhance the ability to deliver on the mission of *"Together, transforming the experience of aging."*, The Kendal Corporation completed the move to the FinTech building on the University of Delaware's STAR Campus in Newark, Delaware. As tenants, we share space with other

innovative and forward-thinking nonprofits and several university departments.

The Kendal System's ability to successfully secure PPE early in the pandemic resulted in creating a Kendal-led procurement initiative. This Kendal-created group purchasing initiative enables us to leverage the combined scale of the Kendal System to negotiate pricing, improve service and bring the discipline of procurement to Kendal.

The Kendal Corporation offers robust benefits to employees and their dependents. The Kendal Group Health Plan provided comprehensive health benefits to about 590 employees systemwide, insuring nearly 1,000 individuals during 2022. The plan ended the year with \$3,389,000 in reserves on hand. In addition, The Kendal Corporation and participating affiliates agreed to terminate the defined benefit pension plan in 2022, and participants in that plan became fully vested at that time. All required regulatory approvals to terminate the plan have been received, and we expect to complete the termination in 2023. We have expanded Kendal-sponsored retirement benefits to include 403(b), 401(a), and 457 retirement savings plans to help attract and retain qualified talent and provide stable retirement options for employees. The Kendal-sponsored retirement plans have a combined market value of just over \$150,000,000 and provide benefits for over 3,500 participants.

While The Kendal Corporation continues to generate value for affiliates through advantageous offerings, Kendal was affected by the lingering effects of the pandemic like other organizations. These challenging circumstances are reflected in the financial position of The Kendal Corporation. Affiliates of Kendal contribute annual Kendal System Fees – the primary revenue source for The Kendal Corporation – to be part of Kendal and to retain the services and offerings of The Kendal Corporation. Due to pandemic-related obstacles, one affiliate was forced to defer their Kendal System Fee into 2023, while two other affiliates facing significant financial hardship parted from the Kendal System.

To partially offset these losses, The Kendal Corporation applied for and received a Paycheck

Protection Program loan in 2020 to maintain staff and services at pre-pandemic levels. The loan was forgiven in 2021. In late 2022, Kendal also decided to end its sponsorship in the joint venture, Vitalize 360, a wellness initiative. Although the program's principles and focus on well-being support the work throughout the Kendal System, the pandemic negatively impacted the program. Like many other nonprofit organizations, Kendal needed to evaluate its ongoing ability to sponsor a program where significant losses had been incurred and were likely to continue.

—Amy Harrison, Chief Financial Officer

THE ADMIRAL AT THE LAKE continued its operational excellence by achieving a net operating margin of 16% during 2022, putting the community in approximately the 85th percentile of all CARF-accredited communities. The Admiral launched Embark, its new priority program and had a record number of new individuals join the waitlist in 2022. The Admiral had a strong year for move ins and came in ahead of budget on sales and entrance fees paid in the 2022 year. The Admiral continued to invest in its employee education program and provided just under \$69,000 in tuition assistance to 33 employees. Finally, The Admiral, in conjunction with The Admiral at the Lake Foundation, was able to provide approximately \$468,000 in financial assistance to residents in need during 2022.

—R.J. Zielinski, Chief Financial Officer

BARCLAY FRIENDS — After opening in the summer of 2020, admissions to Preston Personal Care remained steady with occupancy above 93% by year end. The census in Cotter Skilled Nursing rebounded after COVID to end the year at 86% occupancy. Barclay's net asset position remains strong at \$53 million and a cash and unrestricted investment balance in excess of \$17 million.

—Jennie Bury, Chief Financial Officer

COLLINGTON continued to thrive through the challenges of 2022. Inflation, supply chain issues, staffing challenges and the fall of the investment market were hard hits to the bottom line; however Collington responded quickly to these market

changes by implementing a mid-year increase effective August of 2022, and worked towards delicensing the skilled nursing center, and increase the number of residences in Assisted Living. Collington continued to invest in campus improvements throughout 2022. Collington signed contracts for window replacements in the health center, a new cooling tower and three electric vehicle (EV) charging stations in addition to other repairs and improvements throughout the campus. End of year debt service coverage ratio was 1.48x; days cash on hand at 164 and net operating margin at 3.24%. The Collington Foundation, the fundraising organization of Collington, invested in the mission of Collington by funding \$36,229 in scholarships to employees and providing \$161,656 in support for residents with financial hardship. An additional \$19,705 was awarded in grants to improve the campus and lives of residents. The foundation also funded two projects for Collington, the Dining Room Sound Reduction project and the installation of three EV charging stations. The sound reduction project included installing sound panels on the walls and ceilings of the main dining room to reduce noise and improve hearing during dining hours. The EV charging stations were installed in three locations on campus to allow for maximum access. These stations were funded by resident donations, utility rebate programs, Collington, Collington Foundation and the Collington Residents Association.

—Courtney Corcoran, Chief Financial Officer

KENDAL-CROSSLANDS COMMUNITIES generated approximately \$488,000 of positive cash flow from operations in 2022. This was positively impacted by the addition of 18 new independent living residences at its Crosslands campus. Kendal-Crosslands Communities (KCC) did experience net market losses from the volatility in the investment markets in 2022, but has a long-term outlook and investment strategy to withstand these market fluctuations. And the unrestricted net asset for KCC was approximately \$69.5 million at the end of 2022. Kendal-Crosslands Communities has maintained a strong cash and investment position relative to debt obligations, with

\$94.5 million in unrestricted cash and investments, compared to just over \$44 million in long-term debt obligations, and more than 680 days cash on hand at years end. KCC enjoyed overall occupancy of 95%, across a broad array of living options in 2022. Also, the Kendal at Longwood campus will be celebrating its 50 year anniversary in 2023.

—Edward Plasha, Chief Financial Officer

KENDAL AT HANOVER recognized much of FY 2022 as a year of transitioning to the “new normal” and the phased re-opening of the campus community from the ongoing challenges of the pandemic over the last number of years. Some of the financial bright notes for Kendal at Hanover during 2022 included:

- The Fitch Rating Agency investment upgrade for the community from a BBB+ rating with a Stable Outlook to a BBB+ rating with a Positive Outlook.
- The continued growth and financial strength of the prospective residents’ Wait List, which increased from 614 to 678 apartment applications during FY 2022.
- The continuation of strong net entrance fee receipts in the amount of \$9,833,711 during FY 2022.
- The resurgence of work updating the Strategic Plan and the Master Planning process with a significant amount of collaboration and input among board, residents, and staff.
- The successful completion of a nearly four-year \$35 million expansion and renovation of the Health Center and Memory Care Center.
- The continuation of addressing workforce challenges through wage adjustments, enhanced employee benefits, and expanded recruitment strategies to increase qualified candidates and reduce time from application to hire date.
- The development and implementation of an unrestricted investment distribution or spending target in the operation of our core business.

Despite the lingering challenges of the pandemic, Kendal at Hanover continued to make strides in financially strengthening the campus and enriching the lives of residents during 2022.

—Brent Edgerton, Chief Financial Officer

KENDAL AT HOME continues to expand its mission, with the recent addition of Kentucky to the growing list of states we serve. We welcomed the first Kentucky members in June 2022.

Our 2022 growth was among our top four years, adding 40 new members reaching a total of 367 members we are privileged to serve. Our growth was the result of the prior years’ investments in staffing and marketing efforts driving a 54% improvement in net operating activity. We continue to embrace a hybrid work model creatively using technology to support members, operations, and each other. Innovating the way we work optimizes time and resources for the work itself.

We continue to navigate the increases in cost of care provided to members by prioritizing prevention. Adding benefits like balance-focused personal training and using technology to monitor and collect informative data. Kendal at Home’s care coordination team members were certified in teaching Stepping On, an evidence-based fall reduction program. The first to hold virtual training sessions in the state of Ohio, 16 members completed the seven-week course during two sessions completed this year.

Furthermore, our focused fundraising efforts resulted in a 40% increase in donations to our Possibilities Fund which supports the work of staff and employees serving members. The staff of 16 also contributed over 300 hours to community benefit initiatives, demonstrating our commitment to making a positive impact beyond members.

Overall, Kendal at Home’s growth and success is a testament to our dedication to serving members, investing in staff and operations, and staying innovative in the face of challenges.

—Karen Graham, Chief Financial Officer

KENDAL AT ITHACA — 2022 was a banner year financially for Kendal at Ithaca (KAI). A strong balance sheet led S&P Global Ratings to affirm KAI’s credit rating of ‘BBB+’ with a stable outlook. This favorable credit rating placed KAI in a position to successfully refinance nearly \$12 million of its outstanding long-term debt during the first quarter of 2022, lowering future debt service and achieving present value savings of \$2.3 million. Throughout 2022, Independent Living (IL) occupancy and Health Center

census continued to trend up. IL occupancy ended FY 2022 at 92%, finishing above 90% for the first time since FY 2012. The number of IL move-ins exceeded expectations, helping cash from entrance fees top \$11 million. Health Center occupancy was extremely strong throughout the year as well. Average occupancy for Assisted Living and Skilled Nursing was 97.5% and 96.5% respectively. The census growth during 2022 helped KAL increase total revenue by 6.1% over prior year, outpacing growth in operating expenses. As a result, Kendal at Ithaca showed a gain from operations of nearly \$1.3 million and maintained strength in several key financial indicators. Days cash on hand ended FY 2022 at a healthy 755 days and the debt service coverage ratio improved to 3.97 at year end.

—Gregory Sommers, Chief Financial Officer

KENDAL AT LEXINGTON Kendal at Lexington began 2022 with an opportunity to refinance a portion of its Series 2017A bonds. This lowered the cost of capital and allowed the community to decrease the annual debt service requirement without extending the terms. The BBB- Fitch rating was reaffirmed.

As Kendal at Lexington celebrated 22 years of continuous care, the community engaged an engineering firm to update its Facility Conditions Assessment to identify and plan for future capital needs for the next 20 years. Repairs, replacements, and maintenance items were incorporated in the operating and capital budgets.

Another area of concentration in 2022 was staff recruitment and retention. The Recruitment and Retention Task Force was formed and consists of employees across various disciplines that assist in improving staff involvement, engagement, and culture, as well as offer suggestions to benefits, pay, career advancement, education, and learning. The committee has made great strides and continues to work diligently.

Strong occupancy continued in residential living with an average of 93.5% for the year with net residential services revenue of \$9.0 million. Average occupancy for the Webster Assisted Living Center was 86.4% with revenue slightly under \$1 million. The

Borden Health Center occupancy improved from the prior year with an average occupancy of 67.5% and total revenue of \$4.5 million.

With the absence of COVID funding and PPP loan forgiveness, total operating revenue for the community decreased by 6.7% (\$1.4 million) from the prior year. Total expenses for the year of \$18.7 million increased by 3.9% (\$ 711,000). Kendal at Lexington received unrestricted contributions from two estates totaling \$267,000 and a total of \$188,000 in donor restricted contributions. As a result of the volatile market, the community recorded \$5.1 million in unrealized investment losses which greatly attributed to the total decrease in net assets of \$3.7 million.

Kendal at Lexington welcomed 24 new residents in 2022 with total entry fees of \$6.9 million. At year-end days cash on hand was 822 days and the debt service coverage ratio was 3.31.

Kendal at Lexington is proud of its 2022 accomplishments and looks forward to another successful year as an affiliate of The Kendal Corporation.

—Felicia Bush, Chief Financial Officer

KENDAL AT OBERLIN — Reflections on Kendal at Oberlin's accomplishments in 2022 that were focused on innovation, growth and impact within and outside of the community included:

A new Strategic Plan and Master Plan were approved by the Board of Directors. The Strategic Plan includes seven main goals that are focused on financial strength; health care; work force; diversity, equity, inclusion and belonging (DEIB); technology; environmental sustainability and growth.

Through a collaborative effort with residents of Kendal at Oberlin, a new resident portal was developed and launched to enhance and improve resident engagement, experience and communication.

The implementation of a pilot "Dark Sky" lighting program was completed that supports Kendal at Oberlin's goal of becoming one of the first Life Plan Communities to support a Dark Sky campus. It also reduces energy use and supports efficient use of exterior lighting.

The recent installation of a solar array on campus supports the energy needs of the Dark Sky initiative, electric vehicle charging stations and energy needs for certain garages and carports. This is an example of Kendal at Oberlin's support of the City of Oberlin's Climate Action Initiative.

The Board of Directors created a "Growth Toolkit" to support an efficient way to evaluate new growth opportunities as they become available. This also supports Kendal at Oberlin's Strategic Goal #7 — growth and evolution within and beyond the existing Kendal at Oberlin campus.

In 2022, Kendal Northern Ohio was able to complete the permanent financing for the College Village Apartments through support from Kendal at Oberlin. The College Village Apartments are adjacent to Kendal at Oberlin's main campus and provide affordable housing to older adults, families, and workforce. 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 successfully completed the CARF reaccreditation process in 2022 and received a Five-Year Accreditation as part of a commitment to improving the quality of the lives of the persons served. The accreditation report did not have any recommendations which is only achieved by 3% of CARF surveys. The report further identified many strengths of the organization in addition to receiving exemplary ratings for the financial ratios, the dementia program and educational initiatives.

As Kendal at Oberlin approaches its 30th anniversary we reflect on the impact it has had on enriching resident lives, supporting economic growth and on the larger community. The community has been able to create a strong financial foundation that will continue to support Kendal at Oberlin as a leader in the field of aging, DEIB initiatives and sustainability.

—Ann O'Malley, Chief Financial Officer

KENDAL NORTHERN OHIO is the outreach arm of Kendal at Oberlin to promote intergenerational programming and develop innovative services for 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 (the College Village Apartment) 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. In 2022, Kendal Northern Ohio was able to complete the permanent financing of the College Village Apartment and repaid a significant portion of the original purchase price back to Kendal at Oberlin.

As part of the permanent financing, Kendal Northern Ohio was able to secure additional funds that will be used to reinvest in the College Village Apartment’s building envelope and heating and cooling equipment. This will support a variety of sustainability initiatives and be more energy efficient to operate.

Continued 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.

Ongoing development of a community outreach plan 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 2022 in strong financial condition with 95% occupancy in Independent Living, 925 days cash on hand and a debt service coverage ratio of 3.23x. There were 18 move-ins for the year, generating net entrance fee proceeds of approximately \$7.1 million. Total operating revenue for the 12 months ended December 31, 2022 approximated \$39.4 million and includes approximately \$697,000 related to Federal Emergency Management Funds received due to the COVID-19 emergency declaration. Health care occupancy was strong in Assisted Living at 89% for the year and slightly lower in Memory Care and Skilled Nursing at approximately 79% and 78% for the year, respectively. Total operating expenses for the 12 months ended December 31, 2022 approximated \$34.5 million, an increase of 2% compared to 2021. The 2013 and 2014 bonds were refinanced during the year by the 2022A and 2022B bonds, resulting in lower debt service requirements. Kendal on Hudson is in compliance with all debt covenants at the end of the year.

—Jean Eccelston, Chief Financial Officer

LATHROP continues to perform significantly better than budget in 2022. Our occupancy levels have remained high resulting in revenue 4% above budget. We have kept expenses below budget which allowed us to achieve a 12.4% operating margin as opposed to the budget of 5.2%. Our waiting list remains strong. Lathrop’s financial position is stable and improving. We paid off close to \$200,000 of long-term debt, invested close to \$1.5 million in improvements to the campus, and cash on hand reduced only slightly due to the downturn in investment value. In 2023, we plan to continue to build financial resiliency by meeting or exceeding our budget goals, creating capital reserves, and continuing to improve and invest in the campuses and facilities.

—Holly Smith-Bové, Chief Financial Officer

The Kendal Corporation Condensed Financial Information

beginning 1/1/22 and ending 12/31/22

BALANCE SHEET

Assets	
Cash and Investments	2,192,416
Receivable from Affiliates and Intercompany	4,809,356
Other Assets	18,257,070
Total Assets	<u>\$25,258,842</u>

Total Liabilities	8,667,612
Without Donor Restrictions	15,591,670
With Donor Restrictions	999,560

Total Net Assets	16,591,230
Total Liabilities and Net Assets	<u>\$ 25,258,842</u>

Statement of Operations

Operating Revenue	
System Fees from Affiliates	7,909,938
Development Fees	361,788
Investment and Other Income	<u>914,905</u>

Total Operating Revenue	9,186,631
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Expenses	9,891,117
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Operating Gain (Loss)	(704,486)
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Non Operating Revenue	
Reserve Fee from Affiliates	220,236
Realized Gains (Losses) on Investments	(5,944)
Change in Defined Benefit Pension Plan	(1,828,041)
Unrealized Gains (Losses) on Investments	<u>(2,055,390)</u>

Increase (Decrease) in Unrestricted Net Assets	<u>\$(4,373,625)</u>
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Kendal Operating Affiliates Selected Financial Information

Fiscal year ending	The Admiral at the Lake 12/31/22	Collington 12/31/22	Kendal at Hanover 12/31/22	Kendal at Ithaca 12/31/22	Kendal at Lexington 12/31/22	Kendal at Oberlin 12/31/22
Total Assets	<u>\$139,756,324</u>	<u>\$81,457,414</u>	<u>\$195,680,416</u>	<u>\$112,904,768</u>	<u>\$107,075,369</u>	<u>\$119,793,857</u>
Total Liabilities	298,732,241	113,485,506	139,222,891	103,689,986	93,271,313	64,527,488
Net Assets						
Without Donor Restrictions	(160,442,987)	(36,178,007)	45,567,375	7,488,695	11,965,387	48,535,933
With Donor Restrictions	1,467,070	4,149,915	10,890,150	1,726,087	1,838,669	6,730,436
Total Net Assets	(158,975,917)	(32,028,092)	56,457,525	9,214,782	13,804,056	55,266,369
Total Liabilities and Net Assets	<u>\$139,756,324</u>	<u>\$81,457,414</u>	<u>\$195,680,416</u>	<u>\$112,904,768</u>	<u>\$107,075,369</u>	<u>\$119,793,857</u>
OPERATING SUMMARY						
Total Income	23,455,908	31,689,974	33,383,314	28,986,331	20,034,129	23,763,196
Total Expense	<u>30,415,907</u>	<u>32,020,805</u>	<u>32,830,836</u>	<u>27,692,854</u>	<u>18,709,363</u>	<u>22,115,305</u>
Gain (Loss) from Operations	(6,959,999)	(330,831)	552,478	1,293,477	1,324,766	1,647,891
Realized Gain (Loss) on Sale of Investments	15,276	75,503	(88,225)	(965,939)	(3,317)	2,531,112
Unrealized Gain (Loss) on Investments	(932,108)	(3,014,164)	(8,896,164)	(4,200,102)	(5,054,019)	(12,864,016)
Change in Value of Interest Rate Swap/Caps	0	0	2,733,189	0	0	892,994
Unrestricted Contributions	313,756	160,476	210,507	0	289,031	14,875
Assets Released from Restriction for Capital	0	0	0	0	55,052	97,039
Gain (Loss) on Property, Plant and Equipment	0	0	(18,518)	(4,386)	98,162	0
Loss from early retirement of debt	0	0	0	(491,625)	(141,559)	0
Other	<u>(21,167)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Incr (Decr) in Net Assets without Donor Restrictions	<u>\$ (7,584,242)</u>	<u>\$ (3,109,016)</u>	<u>\$ (5,506,733)</u>	<u>\$ (4,368,575)</u>	<u>\$ (3,431,884)</u>	<u>\$ (7,680,105)</u>

Kendal-Crosslands Communities 12/31/22	Kendal on Hudson 12/31/22	Lathrop 12/31/22	Barclay Friends 12/31/22	Kendal at Home 12/31/22	Kendal Northern Ohio 12/31/22
<u>\$242,531,378</u>	<u>\$187,896,003</u>	<u>\$19,925,368</u>	<u>\$53,301,795</u>	<u>\$7,378,560</u>	<u>\$2,360,051</u>
149,100,922	198,111,478	45,146,778	21,155,295	15,098,996	2,136,699
69,589,136	(10,215,475)	(25,221,410)	30,054,611	(7,788,534)	217,195
23,841,320	0	0	2,091,889	68,098	6,157
93,430,456	(10,215,475)	(25,221,410)	32,146,500	(7,720,436)	223,352
<u>\$242,531,378</u>	<u>\$187,896,003</u>	<u>\$19,925,368</u>	<u>\$53,301,795</u>	<u>\$7,378,560</u>	<u>\$2,360,051</u>
61,959,620	39,715,776	6,846,055	16,459,708	5,636,908	537,974
<u>62,362,998</u>	<u>34,518,788</u>	<u>7,341,570</u>	<u>19,329,719</u>	<u>6,177,920</u>	<u>429,376</u>
(403,378)	5,196,988	(495,515)	(2,870,011)	(541,012)	108,598
1,875,478	(349,811)	0	0	24,532	0
(15,143,367)	(6,891,326)	(281,295)	(2,467,927)	(1,161,886)	0
670,175	0	0	2,216,817	0	(20,182)
86,853	0	182,707	151,836	12,240	0
63,000	0	0	45,299	0	0
0	0	0	0	0	0
0	98,392	0	0	0	0
<u>69,266</u>	<u>0</u>	<u>515,580</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>\$(12,781,973)</u>	<u>\$(1,945,757)</u>	<u>\$(78,523)</u>	<u>\$(2,923,986)</u>	<u>\$(1,666,126)</u>	<u>\$88,416</u>



A Culture of Generosity

“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 Kendal's residents and staff share the spirit of community and collaboration and the respect for each individual that flow from Quaker principles.

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 our walls, whom you may choose to support with a gift.

AFFILIATE FUNDS

FY 2022

Resident Assistance	\$39,017,015
Employee Assistance	\$5,567,594
To Benefit Kendal Community	\$23,999,451
To Benefit Wider Community	\$247,503
Expectancies from CGA's, Unitrusts & Bequests	<u>\$11,435,569</u>
Total	\$80,267,132

KENDAL CHARITABLE FUNDS

For Kendal Charitable Funds Benefit	\$3,207,299
Expectancies for Affiliate Benefit	\$580,754
Total	<u>\$3,788,053</u>
GRAND TOTAL	\$84,055,185

* Does not include Lathrop.

The Kendal Corporation does not own its 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.

Reframing What Is Possible as We Age

Kendal Charitable Funds has supported over 17,000 people with grants to community nonprofits and Kendal affiliates. While each set of funds has its distinct purpose and audience, they share a common vision to positively impact the lives of older adults in our society.

This year, Kendal Charitable Funds (KCF) awarded the Promising Innovations Grant for \$50,000 to the Academy of Hope Adult Public Charter School in Washington, D.C. This grant is provided to a non-profit for a project that will improve the lives of older adults through creative, innovative and replicable strategies or programs.

Academy of Hope's proposal easily met these criteria, with funding being used to directly support its Healthcare Career Pathways program, which includes Certified Nursing Assistant (CNA) training for a 24-month grant period. Through clinical training and job shadowing opportunities, Academy of Hope will equip 50 adult learners for healthcare jobs, specifically in aging services, and is focused on meeting the needs of adult learners who are seeking economic self-sufficiency for themselves and their families. KCF is optimistic that the program has the potential for replication and will ultimately help address the shortage of qualified healthcare workers in the Washington, D.C. area, as well as help others become more aware of opportunities within the field of aging services.

Within Kendal, the Affiliate Grant Fund supports initiatives that impact, engage and enrich older adults. This year, funds focused on impactful initiatives that advanced diversity, equity, inclusion and belonging (DEIB) as it relates to workforce challenges. Affiliates impressed with their ambitious grant submissions, including training, employee retention initiatives, hosting open forums and more.



For example, Kendal at Lexington took a spin from the popular television show "Shark Tank," providing a welcoming environment for staff to present their innovative ideas in front of a panel of judges. Three ideas were awarded based on criteria including representing Kendal values and mission, addressing workforce challenges, improving a sense of community and addressing diversity and inclusion. The competition took place in the fall, and three winners were selected. The top idea included purchasing specialized mannequins to help train new staff on best care practices.

Barclay Friends utilized the Affiliate Funds to kickstart a community recruitment and retention program for CNAs. A barrier to completing this training is out-of-pocket costs and unpaid training time. By using the funds, Barclay Friends provided a paid opportunity for candidates to train on-

site, empowering them to take this next step and ultimately provide a better income and better financial stability for their families. The program was hugely successful, creating a pipeline of diverse CNAs for the organization and providing increased revenue and future career opportunities for staff.

Creating solutions and implementing projects that improve the lives of older adults is a shared responsibility. Through the support of Kendal Charitable Funds and The Kendal Corporation Board of Directors, Kendal staff, annual corporate partners and other supporters, Kendal Charitable Funds has distilled this culture of generosity System-wide. Thank you to our corporate partners, Warfel Construction, Johnson Kendal Johnson, Marsh McLennan Agency, CliftonLarsonAllen and Core BTS, for your support.

Kendal System 2022 Community Benefit Statistics

Residents, members and staff living and working in the Kendal System know the positive impact of community. Growing an inclusive and collaborative neighborly culture is key to living out Kendal’s mission. Being a good neighbor to the communities we serve – including the older adult population and the larger communities in which Kendal and its affiliates are part — is an essential component of Kendal’s normal day-to-day operations. In addition, the dedication to community benefit, as evidenced through the nearly 1,900 hours spent on community benefit efforts, also serves as a model of how the organization lives its Values and Practices.

Supporting the Local Community

To kick off the year, Kendal Corporate staff participated in a day of service to commemorate Dr. Martin Luther King Jr. Day. The team put together care packages and delivered them to three organizations. Pocopson (Nursing) Home — a skilled nursing center that provides services to 275 residents — received snacks, notes of appreciation, personal care items and other assorted goods. The Kendal Corporation also donated care packages and other goods

to Safe Harbor for those experiencing homelessness. This non-profit organization provides food and shelter to single men

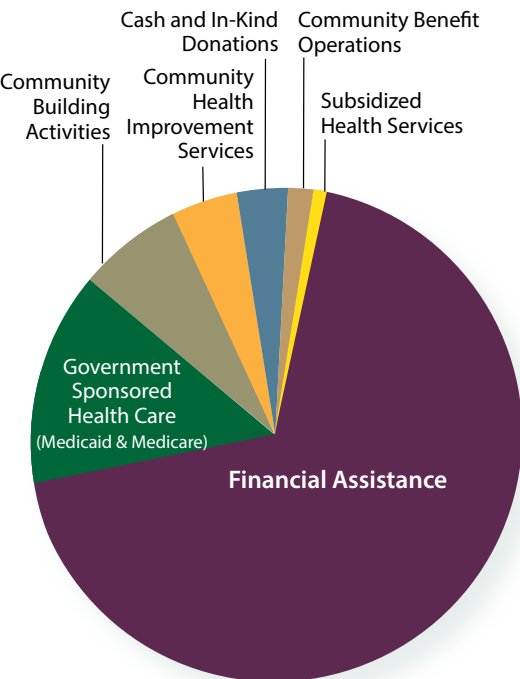
and women in Chester County, Pennsylvania. Finally, the team supported Community Youth and Women’s Alliance, an organization devoted to helping adults and children from diverse backgrounds and faiths get the tools and resources they need to combat poverty and racism in Coatesville, Pennsylvania.

Additionally, as local school children headed back to the classroom for a new school year, The Kendal Corporation partnered with the Newark Police Department and their Police Athletic League in a back-to-school community event to collect and distribute backpacks and supplies to students in the Newark community.

Enhancing the Aging Services Field

Kendal also took significant steps to advance the field of aging services through mutually beneficial partnerships with organizations that provide opportunities for continuous revelation and lifelong learning.

The Kendal Corporation looks ahead to ensure the needs of the older adult community continue to be met in the face of change. With this future in mind, Kendal continued its support of the Vision Centre, an organization committed to building the next generation of leaders in senior living and aging services. Kendal’s financial commitment will allow the Vision Centre to develop important initiatives resulting in long-term societal implications for the profession. To further support the partnership, Steve Bailey, Chief Strategy Officer for Kendal, joined the Vision Centre Advisory Council, where he will



COMMUNITY BENEFIT CATEGORIES NET BENEFIT	Persons Served	Benefit
Community Health Improvement Services	499	\$140,598
Health Professions Education	0	0
Subsidized Health Services	54	\$40,640
Cash and In-Kind Donations	13,682	\$120,106
Community Building Activities	4,393	\$222,817
Community Benefit Operations	100	\$99,008
Financial Assistance	13	\$3,415,309
Government Sponsored Health Care (Medicaid & Medicare)	0	\$415,924
Totals — Including Financial Assistance & Medicaid	18,741	\$4,454,402

contribute his extensive experience in the aging services field. Moreover, senior leaders at Kendal, including Diane Massey, Director of Outreach and Engagement, served in key roles to help the Vision Centre form connections with higher education institutions and build the programs needed to nurture future senior living leaders.

Another innovative approach to filling the leadership pipeline included welcoming an intern with the Kendal Affiliate Services Team as part of LeadingAge's Summer Enrichment Program. This program provides an immersive internship to provide students with leadership opportunities in aging services while bringing diversity to the field.

Kendal leaders also shared their expertise in the field through numerous speaking opportunities and serving on state and national boards. Leaders in Kendal hosted educational sessions on challenges and opportunities in development and sustainability in senior living campuses and served on boards to share knowledge among fellow non-profit senior living executives. By sharing knowledge with fellow leaders of the field, Kendal is contributing

a valuable perspective to a network of aging services providers in an effort to better the lives of older adults throughout the country, not just the areas where Kendal is present.

Committed Partnerships

Kendal continued its tradition of supporting the Alzheimer's Association through its annual walk, raising critical funds for care, support and research. Diane Massey served as Volunteer Walk Chair for Community Outreach and as Volunteer Virtual Community Educator to provide educational presentations to help different groups understand the disease and how it may affect individuals, especially those who are older. Kendal staff joined together to support individuals living with Alzheimer's by participating in and fundraising for the local Delaware walk.

Kendal is committed to being a responsible partner to our local community, the field at large and those we support through Kendal's programs and services by being a good neighbor and collaborative partner.





INNOVATION

“The new name reflects the work the team focuses on and directly corresponds to the principles established in Kendal’s Values and Practices.”

—Steve Bailey



The Kendal Innovation, Growth and Impact Team

In 2022, The Kendal Corporation renamed and restructured the department known as “Development” to “Innovation, Growth and Impact,” now known as the “IGI” group. The department team consists of Steve Bailey, Chief Strategy Officer; Frank Mandy, Vice President of Development & Planning; Ben Butler, Vice President of Development & Special Projects; and Diane Massey, Director of Outreach & Special Engagement with assistance from Pam Moriarty, Executive Assistant, Affiliate Services. “This is a great team that cares deeply about the right things in service of Kendal,” Steve Bailey expresses.

Why did the Name Change to IGI?

“The new name reflects the work the team focuses on and directly corresponds to the principles established in Kendal’s Values and Practices,” states Steve. “Our team has the honor and responsibility of looking forward to opportunities for new development, programs and areas where Kendal can be impactful.”

When discussions were renewed regarding core services to be provided by The Kendal Corporation to affiliates, the team was reminded of the

importance of supporting “non-brick and mortar” opportunities. Affiliates were engaging in new expansions and programs, and the team was ready to help.

Senior living is also a growing business, and potential business partners describe Kendal as the “best of the best,” with its history of quality development, its work with universities since the early days of Kendal, and of course, the success and reputation of the operating Kendal affiliates. Many opportunities continue to emerge in areas where new communities could be a good fit, particularly through partnerships with institutions of higher learning. The IGI team investigates these opportunities and helps bring them to fruition where a positive connection can be made.

Rooted in Values and Practices

The forward-looking momentum with which the IGI team operates is in lockstep with Kendal’s Values and Practices. Since the early days of Kendal, Values and Practices have described innovation, growth and impact as an essential responsibility of the organization.

Under the Looking Forward section, the Kendal



Kendal’s Vision

We aspire to elevate society’s understanding of what is possible as we age.

Kendal’s Mission

Together, transforming the experience of Aging.®

Kendal’s Values and Practices tie our 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 — 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

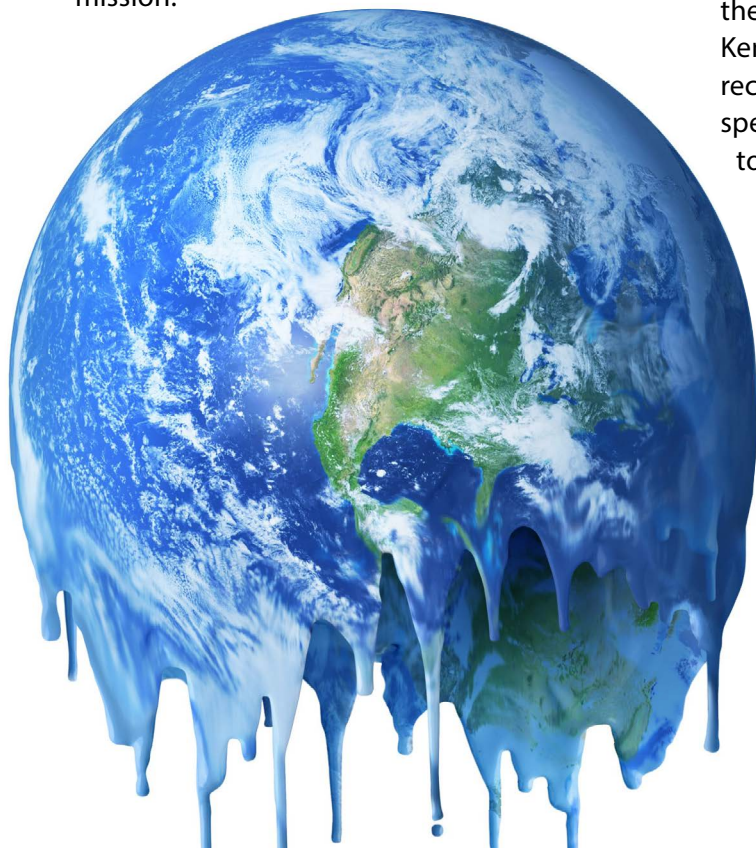
Sharing these common values help ensure that Kendal’s residents and staff share the spirit of community and collaboration and the respect for each individual that flow from Quaker principles.

Kendal continues to draw strength and wisdom from our Quaker-inspired Values.

Values and Practices booklet reads, “Kendal strives to look and move toward the future. Kendal seeks to attract a broad spectrum of future community members, takes strategic planning seriously, and explores the leading edge of technological improvements.”

New Opportunities for Service further underscores our duty to continuously evolve and innovate, “We actively seek opportunities to explore the development of new services and communities, possible affiliations with existing organizations as additions to the Kendal System, and other collaborative work with similarly motivated people and organizations with durable relationships in mind.”

The IGI team takes seriously its obligation to upholding these Quaker Values and Practices and keeps these roots center to their work and mission.



Affiliate Innovation and Change

While announcements of new communities often receive significant attention, The Kendal Corporation’s focus continues to be supporting affiliates in their quests to foster high-quality aging experiences for residents.

Growth and evolution are important to all organizations, and this open-mindedness and leadership in innovation highlight our commitment to the practice of “continuing revelation,” a key part of Kendal’s Quaker roots. As communities and programs change and grow by adding residences, growing program reach or expansions in dining or other amenities, The Kendal Corporation team has been able to provide valuable assistance.

Another area for growth and increased activity across the Kendal System is in sustainability and the effort to reduce the impacts of climate change. Kendal has embraced endeavors that include recycling, composting, eliminating invasive plant species and utilizing new operational approaches to energy efficiency.

Kendal affiliates have been leading the way with solar energy, installing geothermal heating systems, conducting campus-wide energy audits, installing electric car charging stations and replacing incandescent lights with LED bulbs.

The IGI team supports these innovations through shared learning and the dissemination of information about best practices across the Kendal System.



G R O W T H

“Kendal strives to look and move toward the future.”

Values & Practices

Strategic Approach to Growth Opportunities

Enso Village, the first Kendal community on the west coast and an innovative partnership with the San Francisco Zen Center, is set to open in Healdsburg, California, in the fall of 2023. A new and unique community called Enso Verde is in the planning stages of development in southern California. Additional new markets are also being explored with other potential partners where research and investigation have begun.

The Kendal Corporation and IGI team are strategic in the approach to pursuing development opportunities, the team actively focuses only on endeavors that are in line with Kendal’s values, add strength to the established brand and fit with our business plans and vision for a transformative aging experience.

— continued





IMPACT

Impactful Partnerships

Establishing partnerships will be key to continued success — especially in the areas of innovation

and impact — and the IGI team is working to ensure these crucial partnerships are built and maintained. The Kendal Corporation is working with the Vision Centre to help develop future leaders in the senior living field. The Vision Centre aims to grow programs that nurture these future leaders through strategic partnerships that expand educational opportunities and create awareness of workforce development.

With the new Kendal Corporate office now located at the FinTech building on the STAR Campus at the University of Delaware, exciting projects are emerging. Projects include plans to partner affiliate communities and programs with students in engineering, hospitality, IT, health care and more. The Kendal Corporation will also be directly sponsoring and supporting important university and student-led programs and projects to advance the field of aging and offer innovative and new ways of thinking to Kendal affiliates. The immediate benefits of university relationships will be evident through

“It is imperative that we stay at the forefront of innovation in our field so we can continue to provide meaningful aging experiences to modern older adults.”

—Steve Bailey

internships, employment and mentoring opportunities, and even new products and programs for aging services. The long-

term benefits will include new university programs and coursework focused on aging services, increased awareness for senior living as a career choice for young people and a higher quality workforce.

Along with continued support of the Alzheimer's Association walks across the Kendal System, the IGI team also works to coordinate initiatives with SSAFE, a new system-wide resident organization working to reduce the impact of climate change.

Transforming Aging

“It is imperative that we stay at the forefront of innovation in our field so we can continue to provide meaningful aging experiences to modern older adults,” reflects Steve. “The world needs more of what Kendal can offer in a person's later years – inclusive environments that continuously evolve to meet residents' needs.” By keeping an open mind and being open to change that matters, Kendal will continue to make an impact in *“Together, transforming the experience of aging.”*

Kendal Charitable Funds Leader Beverly Grove Retires

After nearly a decade of service, Beverly Grove, Senior Vice President for Philanthropy and Executive Director of Kendal Charitable Funds, has retired. The Kendal team celebrates Beverly's remarkable career and lasting impact at Kendal.

Beverly joined Kendal in 2013 after spending three decades focusing on philanthropy, marketing, and business development in higher education and non-profit organizations. She has been an integral leader of the Kendal team, exemplifying the best of Kendal's values: a collaborative nature, generous spirit, and commitment to integrity and partnership.

Her commitment to Kendal and Kendal Charitable Funds has contributed significantly to the success of corporate and affiliate philanthropy programs. Under Beverly's leadership, KCF increased the donor pool to include corporate partners and advanced the grant process by utilizing an online management platform. During her tenure, KCF received over \$650,000 in gifts and donations.

Major accomplishments during her Kendal career include:

- The creation of the Lloyd Lewis Fund: The fund was created to support advances in serving older adults through the Promising Innovations campaign. Beverly facilitated the process, managed staff readers, led the PI Selection Committee, and evolved and professionalized the grant application, review, and reporting process. As a result, over a quarter of a million dollars has been awarded to programs that address challenges faced by individuals aging, those aging in an urban setting and innovating the field of senior living.
- 73 grants awarded to affiliates: These grants ranging from \$5,000 to \$10,000, focused on the workforce related to DEIB, as well as projects related to resident engagement and connection with the larger community. Projects included music and memory for dementia care, art workshops, intergenerational story exchange programs, and many more.
- Hosted the Impacting Lives Reception: This event celebrated those who gave back in a meaningful way and showcased KCF grant initiatives that

IMPACT

“During her tenure, Bev helped grow our fundraising efforts by personally visiting affiliates to make the case for KCF. We wish Bev the very, very best in her retirement,”

Julia Houpt, KCF Board Chair

and review process, and making more effective and efficient KCF Board meetings. The KCF Board is deeply grateful for all she has done to support our efforts and to position the foundation to move confidently forward. We wish Bev the very, very best in her retirement,” shared Julia Houpt, KCF Board Chair.

have improved the lives of thousands of older adults across the country.

“During her tenure, Bev helped grow our fundraising efforts by personally visiting affiliates to make the case for KCF while providing guidance on their own fundraising efforts, improving donor records, adopting a sophisticated online grant application



The Kendal Corporation Welcomes David Larkin to the Team

As the Kendal System continues to look toward the future, focused on collaborative support of the Kendal System while also fostering a culture that seeks innovation, growth and impact, The Kendal Corporation welcomed Dave Larkin as general counsel. In this position, Dave serves as a critical senior management team member, providing guidance and leadership regarding a variety of legal, administrative, governance, human resources, and real estate matters.



Dave is an attorney with extensive experience in the senior housing, real estate, home-building, human resources and the dispute resolution arenas. Most recently, Dave served as president of Larkin Assist where he worked with clients in the senior housing industry, together with non-profit energy and technology providers. Previously, Dave served as General Counsel, Chief Human Resource Officer and Risk Manager for Streamline, a leading condominium developer in Philadelphia.

Dave graduated from Lafayette College with a bachelor's degree in economics, later earning his Juris Doctor from Rutgers Law School. He is active in the community, having served as President of the Haddonfield Educational Trust and the St. Vincent de Paul Society.

"I am fortunate to join the Kendal team, an organization leading the way in the field of senior living and aging services in a manner consistent with my own personal values," said Dave.

Dave's impressive background and diverse skill set is a proven asset to The Kendal Corporation. As we move forward, his legal expertise will continue to add efficiencies and depth to the System while helping to drive forward Kendal's mission and vision.

Christian Ramsey Joins The Kendal Corporation Team

In 2022, Christian Ramey, Director of Operations-Culinary, joined The Kendal Corporation Team. In this position, Christian assists Kendal affiliates in the areas of operational and culinary needs, as well as environmental services, to deliver an exceptional dining and culinary experience to Kendal communities.

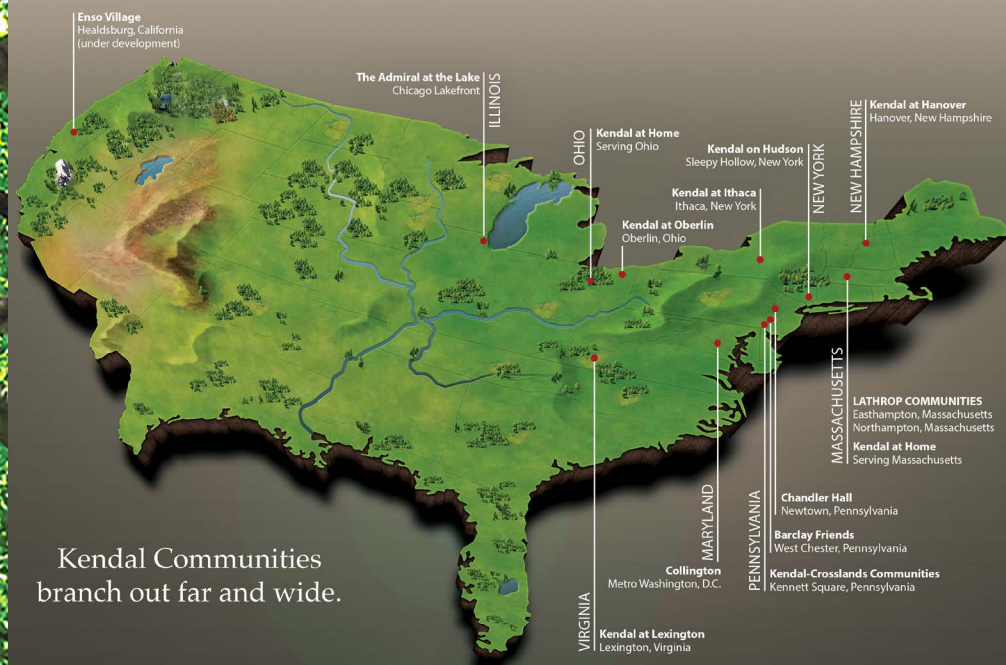


Lisa Holloway, Vice President of Health Services, shares, "Christian brought vast experiences in the hospitality, foodservice, and environmental service management areas to his new role. In addition, his previous experience at Collington has proven invaluable as he represents the larger Kendal community."

Christian is an experienced and accomplished hospitality professional with over 15 years of foodservice experience in diverse industries. Before joining the Corporate team, Christian served as director of hospitality services at Collington, overseeing environmental services for the entire community throughout the COVID-19 pandemic. Previously, Christian was an executive sous chef at Bravo Brio Restaurant Group in the Mid-Atlantic region.

Christian graduated from the Culinary Institute of Virginia with a bachelor's degree in business administration with a concentration in food service management, where he also earned all National Restaurant Association Educational Foundation certifications. In addition, Christian holds various other certifications, including Certified Dietary Manager and Certified Food Protection Professional (CDM, CFPP).

"I truly appreciate Kendal's values. My tenure with the Collington community has led me to place a high value on what Kendal teaches through their Quaker principles. I've even incorporated those values into my personal life," shares Christian. "Overall, I'm just excited to be able to provide a higher level of assistance to all the Kendal communities."



Kendal Communities
branch out far and wide.

Kendal Leadership

THE KENDAL CORPORATION (as of May 2023)

Stephen G. Bailey, *Chief Strategy Officer*

Crystal Baker, *Controller*

Howard Braxton, *Senior Vice President, Marketing, Communications & Sales*

Jessica Buhler, *Director, Communications & Public Relations*

Ben Butler, *Vice President, Development & Special Projects*

Cara Cassner, *Director, Digital Marketing*

Kim Dunn, *Director, Talent & Employee Engagement*

Amy Harrison, *Interim CEO & Chief Financial Officer*

Lisa Holloway, *Vice President, Health Services*

Eva Kaeten, *Director, Executive Services, Office of the President*

Ted Kirkpatrick, *Director, Analytics & Performance Improvement*

David Larkin, *General Counsel*

Frank Mandy, *Vice President, Development & Planning*

Diane Massey, *Director, Outreach & Engagement*

Marsha A. Perry, *Vice President, Human Resources*

Kurt Rahner, *Vice President, Information Technology*

Christian Ramsey, *Director, Operations*

Wanda Whitted-Smith, *Senior Vice President, Human Resources*

KENDAL NEW YORK

Amy Harrison, *Interim CEO*

KENDAL CHARITABLE FUNDS

Diane Massey, *Executive Director*

EXECUTIVE DIRECTOR/CEO OF KENDAL ORGANIZATIONS

Nadia Geigler, *The Admiral at the Lake*

Linda Sterthous, *Barclay Friends*

Ann Gillespie, *Collington*

Rosemary Jordan, *Enso Village*

Beth Vettori, *Kendal at Hanover*

Lynne Giacobbe, *Kendal at Home*

Laurie Mante, *Kendal at Ithaca*

Jan Bigelow, *Kendal at Lexington*

Lisa Marsilio, *Kendal-Crosslands Communities*

Barbara Thomas, *Kendal Northern Ohio/*

Kendal at Oberlin

Steve Fishler, *Interim, Kendal on Hudson*

Cindy Jerome, *Lathrop*

RESIDENTS ASSOCIATION PRESIDENT

Barbara Hayler, *The Admiral at the Lake*

Jeff Smith, *Barclay Friends (Preston)*

Frank Raezar, *Barclay Friends (Cotter)*

Ken McKelvey, *Cartmel*

Howard Piggee, *Collington*

Kathy Taylor, *Coniston*

Sam Wagner, *Crosslands*

Bob Keene, *Kendal at Hanover*

Marj Smart, *Kendal at Ithaca*

Paul Cormier, *Kendal at Lexington*

Ruth Greenberger, *Kendal at Longwood*

Rollin Conway, *Kendal at Oberlin*

Hank Schacht, *Kendal on Hudson*

Kamala Brush, *Lathrop Easthampton*

Jack Hjelt and Elly Rumelt, *Lathrop Northampton*

Kendal Boards

THE ADMIRAL AT THE LAKE

Kate Bensen
Chris Braier
Justin Bhandari
Kim Boike
Joan Bransfield
Ned Budd
Karen Carney
Irene Dumanis
Melissa Jenkins
Laura McKee
Naoko Muramatsu
Jordan Shields
Sarah Shirk
Lauren Shirk
Toni Smith
Fred Wackele
Carol Wetmore

THE ADMIRAL AT THE LAKE FOUNDATION

Mike Biver
Jill Doherty
Renee Duba
Charles Katzenmeyer
Gus Noble
Jordan Shields
Sarah Shirk
Carol Stitzer

BARCLAY FRIENDS

John Braceland
John Cigler
Susan Cusack
Duane Davis
Matt Davis
Cendrine Gemberling
Ellen Gilbert
Sony John
Jolie Karp
Angela Lavery
Ron Madden
Marianne Pessognelli
Serita Spadoni
John Spangler
Nelson Wicas

COLLINGTON

Alexis Allen-Shorter
Christal Batey
Will Carrington
Peter Cochran
Toni Conner
Peter Fielding
Dick Garrison
Elizabeth Gill
Beverly Goggins
Michael Lyles
Greg Niblett
Adam Osteryoung
Lori Simon-Rusinowitz
Susan Walker

KENDAL AT HANOVER

Nan K. Carroll
Jennifer Casey
Tom Corindia
Judy Csatori
Robert B. Donin
Suzanne Elusorr
Sean M. Gorman
John L. Harrison Jr.
Ruth Lappin
Lisabeth L. Maloney
Nancy Marion
Bridget Mudge
Judson T. Pierson
Margaret Rightmire
Anant Sundaram
Michael Urnezis

KENDAL AT HOME

Heather Ahearn
Michael Carlin
Edna Chun
Andrew Fauver
Joseph Haubrich
Alan Kolp
Rosa Licea-Mailloux
Francis Martines
Allen Mix
Mary Picken
Jeff Pollock
Colleen Ryan Mallon

KENDAL AT ITHACA

Charles Ackerman
Johanna Anderson
William "Bill" D. Crane
Peter Dugo
Davina A. Desnoes
Mary Pat Dolan
Judith A. Ehren
Mary Ann Erickson
George P. Ferrari, Jr.
Jeffrey Layton
Alan D. Mathios
Susan H. Murphy
Stephen Nunley
Alan Pedersen
Jeffrey Penoyer
Susan M. Salahshor
Chris Sheppard
Andrew T. Simkin
Lucy H. Staley
Helen D. Talty
Donald D. Wilson

KENDAL AT LEXINGTON

James Adams
Priscilla Baker
Elizabeth Branner
David Grizzle
Randolph Hare
Robert Huch
Mark Keeley
Pamela Luecke
Bennett Ross
Christopher Russell
Karen Russell
Drewry Sackett
Bruce Summers
Natasha Walsh
Susan Whitsitt
Linda Wilder

KENDAL AT OBERLIN

Barb Benjamin
Wuu-Shung Chuang
Rollin Conway
Andria Derstine
Tom Konkoly
Betsy Manderen
Annette McIver
Robert Monchein

Scott Moore
Gary Olin
Liz Schultz
Michael Shiferaw
Jack Southworth
Dominique Stecker
Dan Storer
Dan Styer
Tracy Sutherland
Carmen Verhosek
Joan Villarreal

KENDAL AT SONOMA

Spencer D. Hamrick Jr.
Paul Kuenstner
Rob Lippincott
Walter Kieser
Gregory W. McClune
Zesho Susan O'Connell
Roy Remer

KENDAL CHARITABLE FUNDS

Barbara Freedman
James Greenwood
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Julie Houpt
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KENDAL®

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.



THE KENDAL CORPORATION

Kendal is a not-for-profit organization headquartered in Newark, Delaware. The Kendal Corporation's role largely 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*.

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 Illinois
- LeadingAge Maryland
- LeadingAge Virginia



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