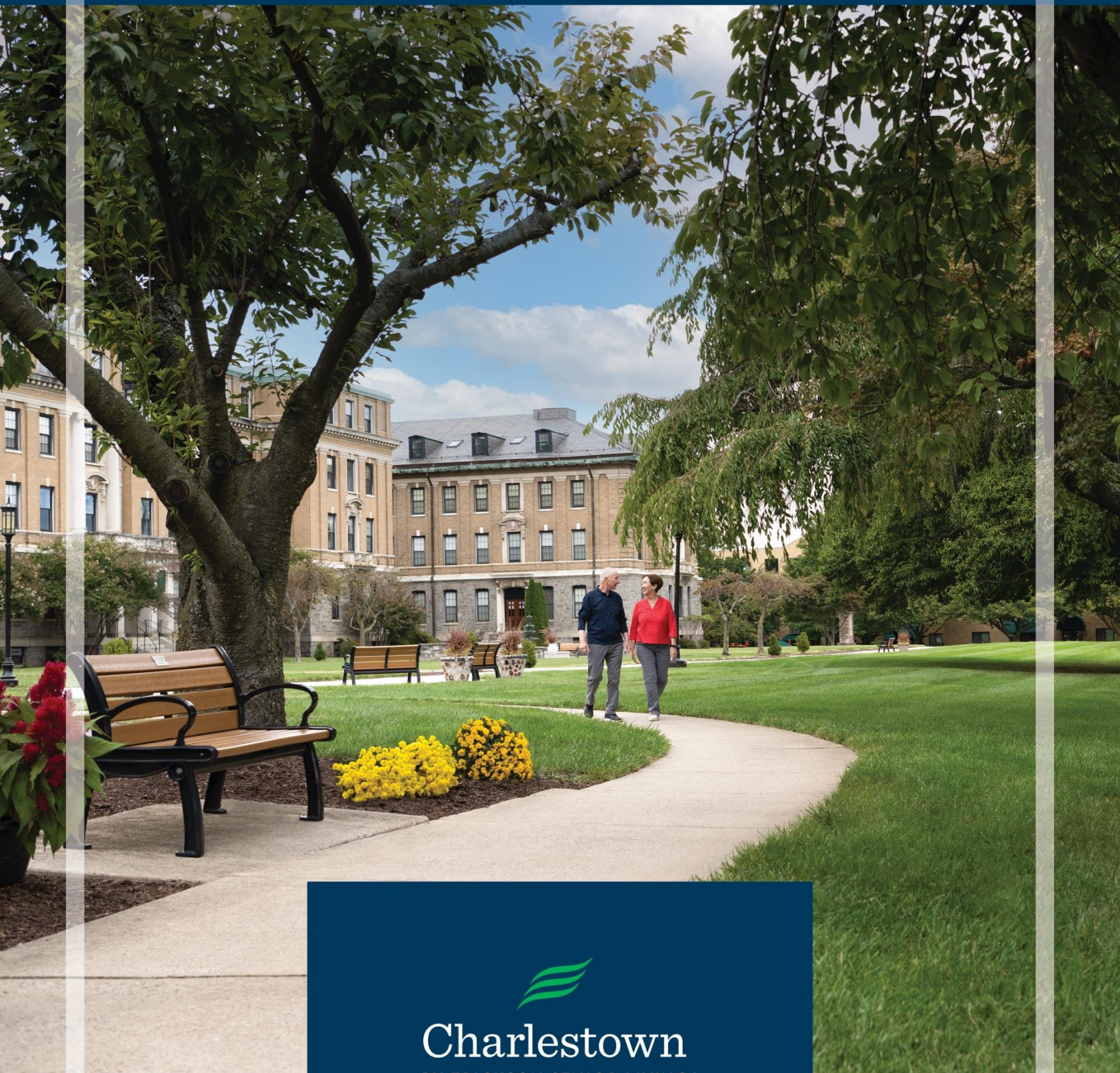


CHARLESTOWN 2025 ANNUAL REPORT



Charlestown
BY ERICKSON SENIOR LIVING®

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May 21, 2026

Dear Residents,

Thank you for taking the time to review the 2025 Charlestown Annual Report. The following pages include notable highlights from the past year, a financial review, and information about programs and enhancements designed to make life at our community even more vibrant.

Last year marked Charlestown's 42nd anniversary! We are proud to have established ourselves as a premier choice among Catonsville senior living communities, welcoming 248 new residents into the fold in 2025. It is because of the culture residents like you have created that we are able to enjoy such impressive success and deliver an incredible experience for those who live and work here.

Thank you for demonstrating the values that make Charlestown so warm and welcoming. Special thanks to our Residents' Council (RC) and committee members for your camaraderie, insights, and recommendations. We are also grateful for our strong collaboration with Erickson Senior Living and our Charlestown Board. These partnerships set us apart from other senior living providers and allow us to fulfill our promise of a vibrant lifestyle where the finances, health, and well-being of our residents are our priority.

We are glad you have chosen to make Charlestown your home. Please keep sharing your gifts, talents, and experience with our community. As this report shows - together, we can accomplish great things here at Charlestown!



Don Grove

Executive Director



Rich A. Grove, Jr.

Chairman of the Board

2025: IN REVIEW

COMMUNITY OVERVIEW

In 2025, Charlestown continued to be regarded as a premier continuing care retirement community. Average occupancy for the year was an impressive 97.7%, as compared to the industry average of 92.4%. We welcomed 248 new residents to the community, surpassing our goal of 168 settlements.

One of the greatest treasures of Charlestown is the dynamic culture, focusing on the commitment to serving others. Feedback from residents, team members, and visitors is regular and consistent regarding the wonderful atmosphere that exists at the community. Residents continue to share that moving to Charlestown was one of the best decisions they have made.

This annual report provides more details about our community performance, including Resident Satisfaction Survey results, community living highlights, and key accomplishments. At the end of this report, you will find a summary financial statement. The complete 2025 audited financial statements and notes, which are an integral part of the statements, are available in the Administration Office at Charlestown Square or Finance Office located on the first floor of Harborview.

RESIDENT SATISFACTION

The annual Charlestown Resident Satisfaction Survey was conducted between October 3 and October 26, 2025. There was a 76.9% response rate in independent living, 76% in assisted living, 94.3% in skilled nursing, and 88% in memory care.

The survey included questions about various aspects of life at Charlestown, services and resources available in the community, communication, welcoming environment, and the friendliness of team members. The key overall results are indicated below.

For independent living, scores were notably favorable to industry benchmarks for wellness/fitness programs, emergency medical response, and welcoming environment. Highest-scoring factors relative to industry benchmarks were value for price paid, responsiveness to inquiries, and welcoming environment. Most frequently noted areas for future focus included quality of food and quality of dining experience.

Key themes in our continuing care neighborhood included responsiveness to inquiries, quality of medical services, staff friendliness, and atmosphere of dignity. Areas for future focus included dining experience, appropriate programming based on resident ability, and individualized care plans.

The feedback you provided helps us understand how we can better serve you. As such, we partnered with the Residents' Council to begin focusing on

cleanliness of the community, appearance of exterior grounds, dining experience, and communication and transparency through development of detailed action plans for 2026.

Resident Satisfaction - Independent Living	2025	2024	2023	2022
Overall Satisfaction	90.6	90.5	87.8	85.3
Value for Price Paid	86.0	85.3	82.3	79.9
Would You Recommend Charlestown?	95.5%	94.8%	93.1%	90.3%

TEAM MEMBER ENGAGEMENT

The Team Member Engagement Survey was conducted between August 4 and August 25, 2025. The survey included questions about various aspects of team member experience, including workplace culture, communication, leadership effectiveness, teamwork, recognition, and overall job satisfaction. Key results are highlighted below.

The feedback provided by our team members helps us understand how we can continue to support and engage those who work within our community. In response, our leadership teams have begun focusing on employees feeling safe to speak up, having trust in their managers and senior leaders, and feeling that they have career opportunities, guided by detailed action plans designed to drive meaningful improvement.

Team Member Engagement	2025	2024	2023	2022
Overall Satisfaction	79.6%	79.2%	77.6%	75.2%
Would You Recommend Charlestown?	81.3%	80.5%	78.4%	73.2%
Feel Valued & Important	76.4%	77.5%	76.6%	74.3%

SUMMARY OF 2025 FINANCIAL RESULTS

Charlestown had a net operating income (NOI) of \$14.7M in 2025, which was favorable to the business plan by \$1.4M. Significant drivers of operating results include the following: Improved occupancy in both IL and CC drove 2025 revenue

to be \$2.3M favorable to the business plan. In addition, fewer FTEs than budgeted drove wage expense to be \$1.2M favorable. This was partially offset by higher utilities and employee health benefit expenses, which were (\$1.4M) and (\$1.2M) unfavorable to the business plan, respectively.

Overall, Charlestown had a very strong financial year, exceeding its NOI budget by 10%. Combined with very strong occupancy levels, very healthy cash and investment management returns, as well as reductions in outstanding Private Pay receivables, Charlestown's financial stability improved in 2025. Total cash/money market/long-term portfolio assets increased by 27% or \$35M to \$163M in 2025.

2025: COMMUNITY HIGHLIGHTS

We remain committed to keeping our offerings fresh and relevant so we can continue to meet the needs and desires of current and future residents. The following are some of the enhancements that took place at Charlestown in 2025:

- Historic District repositioning
- Historic Building façade cleanup and repair work
- Campus-wide elevator modernizations
- Introduction of door card access
- St. Charles lifecycle projects
- Charlestown Square locker rooms
- Pond hydro raking
- Final design and approval for Front Lawn and outdoor amenity development projects

PROGRAMS AND EVENTS

Since staying connected and engaged is such an essential part of life for our vibrant community, we continued to ensure you were informed through our various communication methods and entertained with a wide variety of programming options. We are grateful for the partnership with the Residents' Council and committees, which helped identify areas of interest and opportunity.

The list of 2025 programs and events included the following:

- The Annual Well-Being Expo
- The Spring Carnival Themed Volunteer Celebration
- The Spring Craft Sale
- Summer Solstice outdoor event
- Resident Tea Parties
- Party BINGOs

- Paint Nights
- Trivia Nights
- Annual Softball Tournament
- Clubs, Groups & Organizations (CGO) Resident Opportunities Fair and Priority List Members Sales Event
- 2025 Fall Fun Fest outdoor event – including new “Trunk or Treat” event
- Thanksgiving Pie Tasting Contest
- Holiday Hot Cocoa Photo Events
- A robust Performing Arts Calendar – including: Chapel Concert Committee events, Community Concert Committee concerts, OLOA Concert Committee events, Harmonizers’ concerts, Hit Parade Memories, Jazz Club programs, Karaoke Super Stars, Little Theater performances, and Recorder Group performances
- Partnerships with outside interest groups like the following also enhanced resident experiences: AARP Tax Aide support (February through April 15), UMBC Jazz Programs, UMBC Erickson School of Aging Interns, Trinity School Pen Pals, and the Catonsville Garden Club’s Annual Holiday Greens Sale
- In 2025, Charlestown provided group volunteer opportunities for our employees to participate in, as well. These opportunities included Paul’s Place, Irvine Nature Center, Maryland Therapeutic Riding, The Children’s Home, and YMCA. We provided transportation to and from these locations, so all employees had the opportunity to participate. In total, 52 employees participated and used 416 Volunteerism Hours provided to us by Erickson.

INTEGRATED HEALTH AND WELL-BEING

We were delighted that, for the sixth year in a row, our Erickson Advantage® Health Plan, designed specifically for residents, was awarded a five-out-five-star rating by the Centers for Medicare and Medicaid Services. Additionally, we achieved five-star quality outcomes and ratings in all our Continuing Care buildings.

We also furthered our commitment to integrated health and well-being with programs for residents that include BLOSSOM (Self-Care and Stress Management), various support and caregiver groups, group fitness classes focused on strength and balance, mental health and counseling; as well as the launch of plant-based offerings in our dining venues. As a highlight of the continued focus across community disciplines, the annual Health and Well-being Expo was held in April. A Falls Prevention event, held in

2025 Annual Report

September and featuring Dr. Ashley Kinder, Vice President and Regional Medical Director with EHMG, speaking on fall risks and the relationship between mediation and chronic conditions, was also a highlight.

We continued BLOSSOM sessions for our leadership team and expanded our focus on reinforcing mental health as a priority for all employees. We have a mental health nurse practitioner who provides on-site and telehealth services for our team, including cognitive behavioral therapy and medication management. The diabetes management program and healthy dining options continue to be well-received across the community.

CULTURE & BELONGING

CHARLESTOWN DIVERSITY, EQUITY, AND INCLUSION COUNCIL

We continue building an inclusive culture, where all residents and team members feel they belong, and can truly thrive. This commitment is woven into the values of the Charlestown Board of Directors, Erickson Senior Living management, and Charlestown. We believe everyone, regardless of race, religion, ethnicity, national origin, disability, sexual orientation, gender identity, and any other protected statuses, should feel welcome, valued, and respected.

Charlestown spearheaded the following activities and initiatives to create a sense of belonging and inclusivity in the community:

- Implemented assistive listening design standards for current and future repositioning, including the hearing loop in The Gallery and Refectory spaces, as well as noise cancelling design for the new Café on Main.
- The Council hosted a *“Trip Around the World” Scavenger Hunt*, where participants learned 30 different language phrases in honor of National Heritage Month. Each participant received a “passport” and explored country stations featuring how to say “hello” and “goodbye” in various languages. More than 100 residents and staff participated.
- In celebration of Pride Month, the Council hosted the Annual Pride Walk, bringing together employees and residents to celebrate LGBTQ+ awareness, inclusion, and culture.
- In recognition of Juneteenth, educational awareness materials and interactive quiz boards were displayed in the lobbies of the main campus buildings to promote learning and reflection.
- During the summer, the Council organized a Cultural Map activity. Maps were placed in main lobby areas, allowing employees and residents to place pins indicating their countries of origin, highlighting the diversity within the community.

- The Heritage Festival, now an annual fall event, featured employees and residents hosting interactive stations to showcase and educate others about their cultural backgrounds. The event included traditional food tastings, cultural fashion displays, and informative exhibits.

SUSTAINABILITY

We continued to invest in our sustainability efforts with several activities and strategies that highlight our commitment to that area:

- Maryland energy benchmarking
- Electric car charging stations
- Recycling
- Central kitchen composting
- Resident composting initiative

2025: COMMUNITY HIGHLIGHTS

RESIDENTS' COUNCIL ACCOMPLISHMENTS

Our Residents' Council (RC) partners with the community executive team to ensure the specific needs and desires of residents are shared and acted upon. In 2025, the RC was proud to spearhead these important community enhancements:

- Expanded Benevolent Care and 'Home for Life' Initiatives – \$847,971 raised in annual giving and \$2.1M in planned-giving pledges, strengthening long-term resident security.
- Communications and Technology Improvements – My E-Preferred enhancements, lobby iPad shuttle trackers, and expanded resident access through My Erickson and the Charlestown Resident Hub.
- Environmental and Sustainability Initiatives – Water conservation campaign, refreshed recycling education, and aluminum can recycling supporting the Benevolent Care Fund.
- Health, Wellness and Medication Safety – Campus-wide education on falls prevention and substance abuse and continued quarterly medication take-back events.
- Transportation and Accessibility Enhancements – Universal Design reviews of apartments and common areas, shuttle accessibility assessments, and a Transportation Options brochure.
- Resident Safety and Traffic Improvements – Enhanced signage, upgraded handrails and bollards, renewed pavement markings, and pedestrian safety measures.

- Security Infrastructure Enhancements – Testing and rollout of license plate readers, card-access systems, and refined security monitoring protocols.

RESIDENTS’ COUNCIL COMMITTEE/DEPARTMENT ACCOMPLISHMENTS

- Benevolent Care and Philanthropy – Resident-led fundraising and planned-giving outreach supporting the Home for Life commitment.
- Resident Communications and Engagement – Ongoing website updates, Evergreen Topics, improved council forms, club page enhancements, and resident tech support.
- Dining Services Advocacy – Monthly liaison meetings, dietary focus group support, and nutritional education through My Nutrition.
- Financial Oversight and Capital Planning – Monthly financial reviews and evaluation of resident-submitted CapEx proposals, with 9 of 10 approved.
- Grounds and Facilities Collaboration – Identification of lighting, trail, bench, and landscaping needs and submission of three CapEx proposals.
- Housekeeping Quality Assurance – Regular inspections, follow-up actions, and resident education on proper trash disposal practices.
- Legislative Engagement and Civic Education – Legislative forums, Annapolis advocacy visits, bill tracking, and voter education in partnership with the League of Women Voters.
- Maintenance and Engineering Oversight – Resident communication on major construction projects, workforce advocacy, and participation in CAPEX and auditorium restoration planning.
- Resident Life and Inclusion Programs – Dine Together expansion, new resident onboarding communications, DEI programming, and low-vision identification initiatives.
- Safety and Security Leadership – Scam prevention education, traffic safety collaboration, security technology support, firearms safety initiative, and resident assistance.

2026: LOOKING FORWARD

As we look forward to the future, key focus areas include:

- Historic District Repositioning (continued): project locations include the Reading Room, Train Room, Creative Arts Studio, Terrace Restaurant, Courtyard Crossing Lobby, and Medical Center
- Historic hallways lifecycle – (*Fountain Hill / Maple Terrace*): new flooring, paint, ceiling grid and tiles, furnishings, and artwork throughout
- Building façade work (continued): complete building envelope projects at Fountain Hill, Maple Terrace, and New Carroll, followed by phased work at Patapsco Crossing, Courtyard Crossing, Arborside, and Greentree Court
- Elevator modernizations (continued): Cross Creek Station, Greentree Court, Patapsco Crossing, and St. Charles (freight)
- Herbert’s Run bridge footer work: address early signs of erosion at the bridge footer and install new footbridge along the Nature Trail
- Charlestown Square clubhouse lifecycle: new flooring, paint, ceiling grid and tiles, furnishings, and artwork throughout
- Independent door card access (continued): installation of door card access points at Charlestown Square, Chapel Court, Parkview, Caton Ridge, and Harborview
- Electric car charging station: installation of a new two-port charging station in the Cross Creek Station parking lot
- Front lawn work and other exterior projects: exterior landscaping improvements around the main garden and softball field area and outside Brookside, Herbert’s Run, St. Charles, and Charlestown Square
- Pool/spa remodel + Dectron replacement: repairs and improvements: spa, pool deck, Dectron humidity control system, drain and cleaning, and roof repairs

YOUR 2025 RESIDENTS' COUNCIL (as of Dec. 31, 2025)

Charlestown Residents' Council 2025-2026



President
Stephanie Leddy



Vice President
Larry Taylor



Secretary
John Arnold



Treasurer
Jerry Donaldson



Past President
Joe Carrick



Benevolent Care
Sandy Mack



Communications
Hope Tillman



Communications
Betty Elder



Conservation
Jack Flood



Conservation
Gary Rogers



Dining Services
Cathy Stevens



Finance
Art Johnson



Grounds
Dick Voelkel



Health
Lois Eldred



Health
Marty White



Housekeeping
Patricia Whittier



Legislative/Political
Richard Lee



Maintenance-Engineering
Brian McGill



Resident Life
Bill Jones



Resident Life
Fred Sadler



Safety and Security
Ed Appel



Safety and Security
Patti Ormiston

OFFICERS:

Stephanie Leddy, President

Larry Taylor, Vice President

John Arnold, Secretary

Jerry Donaldson, Treasurer

COMMITTEES:

Benevolent Care Fund -Sandy Mack, Chair

Communications - Hope Tillman, Betty Elder, Co-Chairs

Conservation - Gary Rogers and Jack Flood, Co-Chairs

Dining Services - Cathy Stevens. Co-Chairs

Finance - Art Johnson, Chair

Grounds - Dick Voelkel, Chair

Health Services - Lois Eldred and Marty White, Co-Chairs

Housekeeping - Pat Whittier, Chair

Legislative and Political - Richard Lee, Co-Chairs

Maintenance and Engineering - Brian McGill, Chair

Nominating and Elections - Joe Carrick and John Arnold, Co-Chairs

Resident Life - Bill Jones and Fred Sadler, Co-Chairs

Safety and Security - Ed Appel, Patti Ormiston, Co-Chairs

RESIDENTS' COUNCIL

The Residents' Association was formed in 1983 with Bylaws originally adopted as Articles of Association on August 23, 1984. All residents are members of the Association. The Residents' Council serves as the Association's governing board and represents and advocates for the interests of Association members to management and the Board of Directors. Twenty-one members are elected to serve three-year terms beginning in September. Seven members are elected every year to staggered terms. Fourteen committees carry out the work of the Council, each chaired or co-chaired by Council members. The Council elects the Council officers, and monthly Council meetings are held publicly with management representatives in attendance. Meetings are recorded for viewing on Channel 972. The Council also has monthly private work sessions.

Council communication with management occurs frequently. Each committee (except for the Bylaws, Nominating and Elections, and the Legislative/Political Committees) has a staff person assigned by the Executive Director to serve as a liaison to the committee, and to attend their monthly meetings. This frequently makes resolution of issues possible more quickly. The President and Vice President meet monthly with the Executive and Associate Executive Directors to share information and offer feedback on community issues. The Board of Directors meets with the Council at its quarterly meetings to discuss issues posed by the Council. Monthly Council meetings are held in the auditorium and recorded on Chanel 972. The Council committees have monthly meetings. Council activities are shared through monthly *Sunburst* articles, Channel 972, Voices of the Council, My Erickson and the ccicharlestown.org website.

2025 RESIDENTS' COUNCIL COMMITTEE REPORTS

Benevolent Care Fund

The Benevolent Care Committee supports the Philanthropy staff at various fundraising events throughout the year. In 2025, these efforts raised a total of \$847,971.00 in donations for the Benevolent Care Fund. In collaboration with Philanthropy and the committee's planned giving outreach program, we received 24 planned gifts, with total pledges reaching \$2.1 million. Our focus for 2026 will be to further educate residents on the importance of our "Home for Life" program and the impact of planned giving.

Communications

The Communications Committee is charged with helping meet the information needs of the community and publicizing Residents' Council activities. It employs all available media in our community. This past year, we saw innovations in the communications resources that are available to Charlestown residents. Accomplishments include working with Admin on the My E-Preferred Project, getting iPad shuttle trackers working in the lobbies, and getting staff leader pictures, email addresses and phone numbers shown in My Erickson. We added a Signage Subcommittee this year to help support improved signage. We are continuing to work with our Onsite Technical Support and help with the quarterly Tech Bars. Committee members continue to provide help and training to residents on new and updated applications and media. We also help residents who are experiencing network issues. Our website team continually keeps the cccharlestown.org website updated and easy for residents to navigate. The committee updated the Council Communication Forms and Xfinity/Comcast Channel Lineups. A number of clubs added enhanced information, e.g., Pet Group and Knights of Columbus. Our Evergreen Topics continue to be sent monthly and posted to CCICharlestown.org. We provide an email list group for residents, the Charlestown Resident Hub. Lastly, we submitted two CapEx projects for the 2027 budget year: Auditorium Renovation and Signage.

Conservation

The Conservation Committee updated their recycling posters. Those posters are displayed on a regular schedule of rotation throughout Charlestown dining venues. The "Charlestown Can Crushers" continued to collect aluminum cans each recycling day. They crush them and deliver them to a local recycling facility. Proceeds from this effort are donated to the Charlestown Benevolent Care Fund. The Conservation Committee also implemented the "Drip Drop" water conservation campaign which focused on repairing leaking faucets and fixtures.

Dining Services

The role of the Dining Committee is to act as a liaison between the residents and Dining Services management. The Dining Committee meets monthly with management to discuss issues and topics regarding food quality, service, and other related matters. Two subcommittees are the Dietary Focus Group, which

works with management to ensure that menus can accommodate the special diets required by residents and My Nutrition, which assists the diners with the nutritional value of the menu offerings.

Finance

The Finance Committee monitors and reviews financial matters pertaining to our community and keeps residents informed of “significant developments.” The Committee reviewed Charlestown’s financial reports monthly with the Finance Director. The committee proceeded with its procedure for reviewing residents’ suggestions for 2026 capital projects. The committee evaluated the proposals submitted by residents and submitted its recommendations to Charlestown’s Administration. Nine of ten proposals were accepted for partial or total funding.

Grounds

The Grounds Committee has continued to work with the Grounds staff to identify problems. Some of these were missing outside lights, bench supports, trail work, and tree planting. Three CapEx proposals were submitted.

Health Services

The Health Services Committee focused on campus-wide education, sponsoring a lecture on Prevention of Falls, and three lectures on Substance Abuse and Addiction. All four lectures were presented by Board-certified physician experts with relevant clinical experience. We continued our quarterly medication take-back program.

Housekeeping

The Housekeeping Committee worked with housekeeping staff on inspections throughout the community. The staff provides follow-up inspections and actions and participates in the monthly committee meetings along with representatives of the General Services management team. The committee continues to distribute flyers informing residents that they need to put trash bags inside plastic bins on trash pickup days. The Committee coordinates with General Services to provide the bins.

Legislative/Political

The Legislative and Political Committee held a meet and greet before the 2025-26 Maryland Legislative session and a wrap-up meeting after the session. The attendance at both was good. During the 2025-26 session, members of the committee participated in a MaCCRA day visit to Annapolis, where they met with members of the 44A and 44B legislative district. The Committee tracked a number of bills of interest to seniors. The Committee sponsored a meeting held in the Conference Center that featured proponents of the redistricting efforts in Baltimore County (which expanded the number of councilmanic districts from seven to nine). Attendance was good. The Committee worked closely with the Charlestown Unit of the League of Women Voters to educate residents about the need to vote.

Maintenance and Engineering

The Maintenance and Engineering Committee kept residents informed about major projects that were begun during 2025-26, including the renovation of the Terrace Restaurant and the Cafe on Main. The initiation of the outdoor “front yard” project and the repair of the historic district building’s exterior required significant involvement of our contractors using large vehicles and machines. The Committee maintained close contact with the General Services Department and urged the administration to fill long-standing vacancies, particularly within the maintenance staff. The Committee participated in the CAPEX 2027 budget submission and the Edgewood Auditorium restoration study.

Resident Life

The Age/Ageism Group continued its examination of universal design of apartments and common areas at Charlestown. Surveys of door entrances and shuttle bus accessibility were conducted.

The Low Vision Group has recently purchased ribbons that will be affixed to name badges, which will identify people with this issue.

The Dine Together Program for new residents continues to host between 25 and 30 people participating in a monthly dinner meeting that allows them to get to know other residents. A similar lunchtime gathering was recently started and has been successful.

A weekly newsletter continues to be published to all new residents providing them with valuable information on getting acclimated to the community and its opportunities.

The Tapestry Program sponsored two major events this past year focusing on diversity, equity, and inclusion. In each event, there were two sessions which saw 45-50 participants in each session with discussion topics beneficial to the community.

The Resident Life Committee published a brochure to provide transportation options to residents in hopes it would encourage them to use ride share services instead of having a car on campus.

Safety and Security

The committee assisted Security to address the top risks to residents: falls, scams and pedestrian safety, incidents, and reported issues, collaborating on responses, recommended solutions, and communications with residents. Included: thanked local first responders in person; issued several scams warnings on Channel 972, on cccharlestown.org, in the Sunburst and in monthly Residents’ Council meetings; directly assisted over a dozen residents in handling fraudulent messages; received a briefing from Mike Fischer, Erickson Security head, on the corporate approach to Erickson security nationwide; supported Security’s efforts to reduce parking

problems, monitor and cite speeding and passing stop signs; proposed improved signage to reduce traffic hazards that were implemented by administration; backed the Communications Committee's proposals to upgrade internet and cellular service; helped Security adjust door latch checking after absences; reviewed crime statistics and Baltimore County PD reports monthly; proposed a lanyard for travel to identify handicapped residents; helped Security troubleshoot the new license plate reader and newly installed card readers at building entrances; explored the issues of "elopement," i.e. wandering due to dementia; proposed repairing and making doors safer for wheelchair users; eliminating trip hazards; and renewing dulled painted pavement markings. Based on a committee member's request, Parkview parking lot handrails and parking bollards were upgraded to improve safety. We developed and implemented a gun safety subcommittee and separate club to assist residents in legally securing and disposing of firearms and ammunition.

YOUR EXECUTIVE MANAGEMENT TEAM



Don Grove
Executive Director

Don was appointed Executive Director for Charlestown in March of 2023, after serving the previous 18 months as the Associate Executive Director. He joined Erickson Senior Living in 2007 as the Director of Sales for Charlestown, leading the sales and marketing effort for 14 years. Before joining the community, Don spent 15 years with the Baltimore Orioles, as the Senior Director of Sales and Fan Services. He is a native Marylander, with a Bachelor of Arts degree from the University of Maryland, College Park.



Laura Rye
Associate Executive Director

Laura joined the Charlestown team in April of 2026 as an associate executive director. She began her tenure with Erickson at Riderwood in 2024 as an AED. Laura came to Erickson from The Johns Hopkins Hospital in Baltimore, holding several executive-level administrative and operational positions. She received her master's in innovation from Northeastern University in Boston and her bachelor of science in interdisciplinary studies from Villa Julie College (now Stevenson University). Laura's experience and passion for innovation, human-centered design, design thinking, and relational experience support the mission and vision of Erickson and Charlestown.



Dr. Myla Carpenter
Medical Director

Myla joined the Charlestown team in 1996 as a staff physician and was promoted to medical director in 2005. Prior to coming to Charlestown, she completed her residency in internal medicine at the Washington Hospital Center in Washington, D.C. Myla received her bachelor's degree in biology from Stanford University and her medical degree from the University of California's Davis School of Medicine. She is board-certified in internal medicine.



Jill Clippinger
Resident Life Director

Jill joined the Charlestown Community team as a financial analyst in 2022 and most recently held the position of assistant finance director. Prior to coming to Charlestown, she was the director of dining services at Oak Crest where she led a team of over 300 service and culinary professionals. Jill was part of the Oak Crest dining team for 19 years. Jill earned her bachelor's degree in restaurant and food service management from Syracuse University.



Dean Crawford
Practice Administrator

Dean joined the Charlestown team as practice administrator in 2012. Prior to coming to Charlestown, he was a practice administrator for Clinical Associates, the largest multi-specialty medical group in Maryland. Dean is also an accomplished singer/songwriter and has won several awards for work in this field.



Jason Dennis
General Services Director

Jason joined the Charlestown team as director of general services in 2025. Prior to his current role, he held several positions within general services, including assistant director of general services, facilities manager, project manager, reoccupancy manager, and facilities coordinator. Before coming to Charlestown, Jason worked as a Home Office operations associate and earlier in his career served in dining services at Oak Crest Village. Jason earned his bachelor's and master's degrees from the University of Baltimore.



Matt Dougherty
Sales Director

Matt joined the Charlestown team in 2019 as sales manager and was promoted to director of sales in 2021. Prior to joining Erickson Senior Living, Matt had a 15 year career with the Baltimore Orioles and was most recently the manager of business development. Matt earned his bachelor's degree in mass communication, advertising and certificate of completion in marketing from Towson University.



Paul Edelman
Dining Services Director

Paul joined the Charlestown team in 2012 as a general manager, was promoted to Assistant Director of Dining Services in 2021, and Dining Director in 2025. Prior to coming to Charlestown, he worked at several restaurants, and most recently for the Department of Veteran Affairs. Paul earned his associate's degree in business administration from State University of New York at Delhi, and is a certified food handler manager.



Mohamed Jalloh
Director of Nursing

Mohamed joined the Charlestown community as director of nursing in 2023. Prior to coming to Charlestown, he was assistant director of nursing at Greenspring in Virginia. There, he assisted in overseeing clinical operations in CC. Mohamed earned his bachelor's and master's degrees from Excelsior University. His major concentrations were in nursing leadership and administration.



Maksim (Max) Mendelzon
Continuing Care Director

Max started his career at Charlestown in 2019 as an Assistant Rehab Manager before being promoted to Rehab Manager at Riderwood Village in 2021. Prior to coming to Charlestown, Max was a treating occupational therapist with a passion for neurological rehabilitation. He had treated and managed rehabilitation in all levels of care. He holds a bachelor's and master's degree from Towson University in Occupational Therapy and Occupational Science



David Schneyer
Finance Director

David joined the Charlestown community as director of finance in 2024. Prior to coming to Charlestown, he was the head of financial planning & analysis at Oasis Marinas in Annapolis, MD where he led their finance activities. Additionally, David spent 12 years at M&T Bank working in multiple divisions with increasing responsibility. David earned his bachelor's degree in finance from the University of Maryland, as well as his MBA from the University of Maryland.



Paulette Tansill
Human Resources Director

Paulette joined the Charlestown team as director of human resources in 2001. Prior to coming to Charlestown, she was vice president of human resources at Visa International. Paulette earned her bachelor's degree in human resources and education and also earned her master's degree in industrial and labor relations, both from West Virginia University.

2025 BOARD OF DIRECTORS



Richard A. Grove, Jr. joined the Charlestown Board of Directors in 2006 and was elected chairman in 2018. Prior to joining the Charlestown Board, he was senior vice president of Hearth and Home Technologies. Rich has since served as vice president of Acton Mobile, a national provider of mobile office facilities and temporary storage solutions which was sold to Willscot, from where he retired in June 2021. Rich earned his bachelor's degree in accounting from the University of Delaware and is a CPA.



Rev. David S. Cooney, Ph.D. joined the Charlestown Board in 2006 and was elected vice chairman in 2018. He last served as the senior pastor of the Damascus United Methodist Church before retiring in 2018. He has more than forty years of pastoral experience and has served on numerous church and community boards and agencies. Rev. Cooney taught at the University of Denver, the Iliff School of Theology, and in the Course of Study at Wesley Theological Seminary. He has a Bachelor of Arts from McDaniel College, a Master of Divinity from Wesley Theological Seminary, and a doctoral degree from the Iliff School of Theology.



Dr. Heidi Abdelhady joined the Charlestown Board in 2021 and currently is the chairwoman of the most recent subcommittee of the Board, Continuing Care Review Committee.

Dr. Abdelhady brings more than two decades of leadership in healthcare and remains a practicing critical care and pulmonary physician at Johns Hopkins Medicine at Howard County and founder of Critical Care Continuum, a niche consulting firm focusing on preventing deterioration among hospitalized patients.

She's the 2024 recipient of the award in "Clinical Innovations" at Johns Hopkins Medicine for work she leads in the area of cardiac arrest, resuscitation and rapid response teams management.

Prior to this, she was core teaching faculty at Ascension Saint Agnes in addition to involvement with several key national initiatives at Ascension national. Her career began as an Assistant Professor and Medical Director of Cardiac

Surgery Intensive Care Unit at University of Maryland Medical Center, where she led system wide initiatives that were successfully adopted by all member hospitals in record time.

At the local and national level, she is the former president Maryland Chapter of Society of Critical Care Medicine and currently the Immediate Past President of the Boston University School of Medicine Alumni Board and sits on the medical schools Dean Advisory Council. Dr. Abdelhady graduated from University of Pittsburgh with a bachelors degree in Biology and earned her medical degree at Boston University School of Medicine.

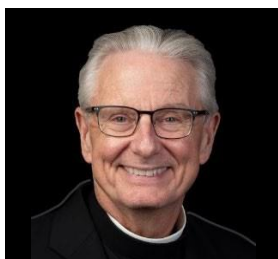


Richard M. Barnes joined the Charlestown Board of Directors in November 2008 and currently serves as chairman of the Governance Committee. He is a partner at the Baltimore law firm of Goodell, DeVries, Leech and Dann, LLP. His practice includes the representation of clients in complex commercial and product liability litigation with an emphasis on medical legal

issues. Mr. Barnes is a magna cum laude graduate of McDaniel College and received his law degree, cum laude, from the Georgetown University Law Center in 1981.



Alison Brown joined the Charlestown Board of Directors in 2024. Prior to coming to Charlestown she was the President of the University of Maryland Medical Center, Midtown Campus. She retired after 31 years with UMMC in the fall of 2023. Alison earned her Bachelor of Science degree in Nursing from the University of Vermont and a Masters of Public Health degree from Johns Hopkins University's Bloomberg School of Public Health.



Father Phillip Brown, P.S.S., joined the Charlestown Board of Directors in 2020. He serves as President-Rector of St. Mary's Seminary and University and is an associate professor of Canon Law at St. Mary's, a religious assistant at the Society of Our Lady of the Most Holy Trinity, a board member of St. Thomas More Society of Maryland, a member of the Publications Advisory Board of the Canon Law Society of America, and is a hearing officer on the Committee on Professional Responsibility for the Canon Law Society of America. Fr. Brown is also a member of the Society of St.

Sulpice. Prior to being the President-Rector of St. Mary's, Fr. Brown was the Rector/President of Theological College, The Catholic University of America from 2011-2016.



Charles Gamble joined the Charlestown Board in 1990 and served as Board Chair from 2009 through 2018. He is the former president of Halkey-Roberts Corporation, a major manufacturer of medical components. Mr. Gamble previously led operations for United Medical, Concept Inc., and Baxter International, both medical products manufacturers. After graduating from Rensselaer Polytechnic Institute, he served in the U.S. Navy with the Civil Engineering Corps (Seabees). Mr. Gamble holds a master's degree from Harvard Business School.



Patricia Kasuda, RN joined the Charlestown Board in 2020 as resident director. Prior to coming to Charlestown in 2009, she was vice president of operations for Baltimore Washington Medical Center where she was responsible for all external business operations of the healthcare system. Patricia earned her bachelor's degree in healthcare from St. Joseph's College and her master's degree in administration from University College, University of Maryland.



Mitch Lomax joined the Charlestown Board in the beginning of 2023. He holds an MBA in healthcare finance from Loyola University. During his 20+ year career, Mr. Lomax has served in a number of hospital leadership positions in the areas of revenue cycle, reimbursement and financial planning. He joined Saint Agnes Healthcare in 2008 and currently serves as its Chief Financial Officer. Mr. Lomax has spent many years as a hospital advocate for the Maryland All-Payer Model and has, most recently, served on the Health Service Cost Review Commission (HSCRC) Total Cost of Care Workgroup. He also currently serves as a member of the Board of Directors for Maryland Physicians Care, a Maryland Medicaid Managed Care Organization

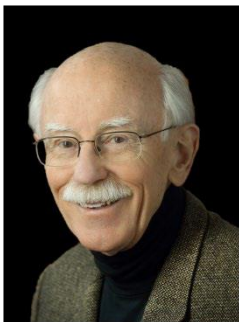


Christopher M. McNally joined the Charlestown Board in 2021 and is the current Chair of the CCI Benevolent Care Committee and serves also on the Governance Committee. Mr. McNally has practiced law for 26 years with a concentration in defending senior care providers and is a Partner with Bodie, Friddell and Grenzer, P.C. in Lutherville, MD. He is a current,

active member of the Lifespan LPS Board, is the Executive VP of the Baltimore Streetcar Museum, Inc. and is a past member of the Board of Trinity School in Ellicott City and the Alumni Board of Franklin and Marshall College. Mr. McNally graduated from Loyola Blakefield and graduated from Franklin and Marshall College with a BA in government/environmental studies. He graduated from the University of Baltimore School of Law with a JD.



Joanne Pollak, Esq. has served on the Charlestown Board since 1990. In 2017, after 23 years of service, she retired as senior vice president, general counsel and chief of staff of John Hopkins Medicine. Prior to her role at Hopkins, Ms. Pollak served as a partner and head of the healthcare practice group at the law firm of Piper and Marbury, now DLA Piper. While at Piper, she represented Charlestown Community, Inc. from its inception in 1983, handling governmental approvals for its original community and related activities. Ms. Pollak was named as a permanent member of the *Daily Record's* Top Maryland Women and a fellow of the American Bar Endowment. Ms. Pollak currently serves as an emeritus trustee on the board of advisors for the University of Maryland, School of Law, and as a director on the boards of Health Care for the Homeless (HCH) and HCH Real Estate Company. She and her husband, Mark, served as co-chairs of the United Way of Central Maryland's 100th Anniversary Capital Campaign (ending in 2025).



Stephen Schimpff, MD joined the Charlestown Retirement Community Board as a resident member in 2023. He became a resident at Charlestown in 2015. Prior to retirement in 2004, he was an active clinician, researcher, professor, and CEO of the University of Maryland Medical Center, a large academic health center in Baltimore, MD. Steve earned his BA at Rutgers in Biological Sciences, his MD at Yale School of Medicine and did his internal medicine residency at Yale New Haven Hospital. He also completed fellowships and board certification in medical oncology and infectious diseases during thirteen years with the National Cancer Institute where he became internationally recognized for his research on the causes, diagnosis, prevention, and treatment of overwhelming infections in aggressively treated cancer patients such as those with acute leukemia

and/or receiving bone marrow transplants. Since retirement he has authored seven books for lay audiences on health and wellness and at Charlestown does regular TV programs and articles to benefit residents' health.



Gabe Weisz joined the Charlestown Board of Directors in 2025. He is also a technical fellow at AMD where he works on AI software. In the past, he was co-founder and vice president of technology at Salar, Inc., a healthcare software company, a researcher at the University of Southern California's Information Sciences Institute, an engineer and engineering manager at Microsoft, and director of product management at Mangoboost, Inc. He holds a bachelor's degree in computer science and electrical engineering from Cornell Engineering and master's and phd degrees from Carnegie Mellon University.



Linda Woolf joined the Charlestown Board in 2024 and is a partner at the Baltimore law firm of Goodell, DeVries, Leech & Dann and was the firm's Managing Partner from 2006 to 2023. Her practice focuses on complex commercial, mass tort/class action, insurance coverage and products liability litigation. Linda has authored numerous professional articles related to these practice areas and has presented related topics to attorneys and client groups. For more than 10 years, she has served on the United States District Court's Magistrate Judge Merit Selection Panel, and, on October 12, 2023, she was presented with an Exceptional Service Award for this service by the judges of the U.S. District Court. Linda has served on a number of local Boards of Directors or Trustees, including the Maryland Chapter of the Federal Bar Association, Baltimore's Center Stage, Notre Dame Preparatory School and, most recently, the Caroline Center.

EMERITUS MEMBERS



Charles I. Denton, Charlestown emeritus Resident Director. Charles joined the Charlestown team as Resident Director in 2013. Prior to coming to Charlestown, he was Executive Programs Manager at the Westinghouse Defense and Space Center with competencies in Systems Engineering and Program Management—and a bent for the Continuous Improvement processes. Charles earned his bachelor’s degree in mechanical engineering from West Virginia University and his master’s degree in engineering from the University of Maryland.



Naomi J. McAfee joined the Charlestown Board in 2010. Prior to coming to Charlestown, she was Director of Enterprise Integration at Westinghouse Defense and Electronic Systems Center with expertise in Reliability and Quality Engineering. Naomi earned her bachelor’s degree in physics from Western Kentucky University and was inducted into its Hall of Distinguished Alumni.

2025 BOARD ACTIVITIES AND ACCOMPLISHMENTS

Many of you have heard the Board confirm its focus on the “Long-term financial health and wellbeing of Charlestown (CCI)” [and you will read more about our strategic priorities and efforts in the following updates]; with that said, we find the preparation of this Annual Report to be a healthy process whereby we can reflect on current activities and results. To that end, it’s encouraging to report how successful 2025 was for CCI.

Much of the credit for that success is a direct result of the cooperation and coordination among Management and the Residents’ Council along with the commitment of our staff and the many resident volunteers who make good things happen every day. When all of this is working well, the results are solid Resident Satisfaction that ultimately drives occupancy which is the critical driver of long-term financial health and wellbeing!

Occupancy could not be better – kudos to the sales team as CCI had a moment in 2025 of absolute full occupancy which is incredible. The results were a strong financial performance even in the face of some of the most challenging inflationary times where we are seeing surging costs for utilities, employment, insurance and others.

Those financial results coupled with a very strong stock market have CCI well positioned to support the ongoing capital improvements necessary to sustain our unique campus and enhance its appeal and functionality into the future while also providing the required reserves to handle any unanticipated costs that tend to surface.

Another area where the Board devoted significant time and attention was the Long Range Plan. All Board Committees were engaged, and you will read more in the SPCOC update. This is also a good place to recognize the efforts of Erickson Senior Living (ESL). The leadership of ESL has been absolutely committed to supporting CCI and the Board with focused resources for all Committees with significant contributions to the Long Range Plan as well as the recommendations and requests of our Continuing Care Review Committee. We would like to thank ESL for their ongoing support, guidance and management.

As we prepare this Annual Report, we are well into 2026 and are looking forward to another strong year. You will hear more about several new Board members who bring years of experience and new insights into our activities in the future. The fact that the Board can continue to attract such talented individuals to volunteer their time is a reflection not only on the Board and its connections but primarily a result of CCI’s reputation in the marketplace and our Mission: “... to provide a home for life in a vibrant senior community where residents and staff flourish.”

AUDIT COMMITTEE

The Audit Committee focuses their efforts on the financial integrity of the community. This is primarily accomplished through the nominating and appointing of an independent external accounting firm, and then monitoring the results of their audit process. The committee continued the engagement of PricewaterhouseCoopers LLC (PwC) during 2025. In addition to the audit of the financial statements, a debt covenant compliance review is completed for the Community by PwC and is necessary to meet requirements to borrow capital from lenders. The Board pays close attention to PwC's report on internal controls and confirms that management has a proper plan in place to address any recommendations identified in the report.

Charlestown received an unqualified ("clean") opinion from PwC for the year ended December 31, 2025. The committee recommended approval of the audited financial statements to the Executive Committee of the Board who, subsequently, approved the statements in time for their required filing in April.

The Audit Committee also worked closely with the Erickson Senior Living Financial Reporting Team in 2025 to provide guidance and support as Erickson Senior Living continues to implement their Financial Reporting Transformation work.

AUDIT COMMITTEE

Mitch Lomax, Chair

Richard A Grove, Jr.

Linda Woolf

BENEVOLENT CARE COMMITTEE

The committee devotes its attention to supporting the community’s objective that no resident ever be asked to leave Charlestown for financial reasons. The Foundation endowment was created in 2001 with the goal of raising enough money to provide the community with the financial resources to fulfill resident “home for life” needs into the future.

The committee works closely with the Philanthropy Department in their efforts to identify new opportunities in fundraising and to monitor the results of current programs and events. In total, \$847,972 was donated to Benevolent Care in 2025 (compared to \$995,098 in 2024 and \$1.3M in 2023).

Here’s what helped us get to the 2025 numbers:

Realized Planned Gifts	\$106, 874
Residents	\$362,727
Cars for Care	\$34,400 (17 vehicles)
Consignment	\$2,615
Resident Clubs	\$20,491
Employees	\$15,962
Board of Directors	\$34,000
Vendors	\$25,500
Tribute Gifts	\$19,295
Treasure Sales (and stores)	\$284,300
Grants/Foundations	\$85,000 (Jim Davis/PNC/Misc.)
Appliance Sales	\$4,495 (26)
Memory Walk	\$12,290
Winter Putterland	\$11,270

At the end of 2025, the cumulative planned gifts and annuities aggregated \$5.6 million, which will provide future realized planned gifts for the Fund. In 2025, there were 16 residents who required the support of Benevolent Care at a total cost of \$1.87 million. At the end of 2025, the Foundation and Fund had a balance of \$5.06 million.

BENEVOLENT CARE FOUNDATION COMMITTEE

Chris McNally (Chair)

Rev. David Cooney

Alison Brown

Naomi McAfee (Emeritus)

Carol Kefford (Resident)

Sandy Mack (Resident)

Don Grove (ex officio)

Rachel Susio (ex officio)

CONTINUING CARE REVIEW COMMITTEE

The Continuing Care Review Committee (CCRC) was formed in 2023 to provide the Board with greater insight into continuing care operations with an emphasis on safety and quality of care. In addition to the Directors listed below, the Committee is also comprised of members of ESL's healthcare leadership team along with CCI management.

Several significant focus areas and initiatives commenced in 2024 which continued to be top priorities in 2025:

- CMS Five Star Rating for skilled nursing is a key performance indicator that the Committee will continue to monitor closely. Management has developed a Clinical Dashboard that provides the Committee insight into the trends of the three categories [Inspection, Staffing and Quality of Care] of ratings that affect the overall star rating. The Dashboard is further supported by detail measurements for which Management provides insight and action plans related to any areas of opportunity that arise during the year.
- Medication Management and Safety is such an important aspect of quality of care that Management and the Committee focus on enhancements of systems and processes along with the auditing of results.
- Electronic Health Record Interoperability – given the complexities to develop and deploy a fully integrated system; Management has been diligently pursuing enhancements to existing systems with the goal of continuing to drive efficiencies to support our staff while improving quality of care. As 2025 came to an end, Management's work with existing software vendors had identified several areas of opportunities that will facilitate further enhancements in 2026.

In addition to those ongoing activities [among others not mentioned], the
2025 Annual Report

Committee also devoted time in 2025 towards identifying and recommending priorities to be considered in the CCI Long Range Planning process. One of the top priorities that came out of that process is an overall commitment to Health & Wellness of our residents and staff.

The Committee continues to provide the Board with a deeper understanding of the continuing care operations and wants to recognize Management's effort and support to facilitate that insight. In addition to the knowledge gained, there has been ongoing improvements to the quality of care being provided - which is the most important result!

CONTINUING CARE REVIEW COMMITTEE

Heidi Abdelhady, MD (Chair)

Richard A. Grove, Jr.

Pat Kasuda, RN

Joanne Pollak, JD

Stephen Schimpff, MD

Gabe Weisz

EXECUTIVE COMMITTEE

The Executive Committee convenes on behalf of the full Board of Directors when it is not practical or efficient for the entire Board to address certain matters that arise and they do so as assigned by the Chairman of the Board.

The committee met several times during 2025 and addressed the following matters, among others:

- Approval of December 31, 2024 Audited Financial Statements (AFS) - there is a requirement for the community auditors to issue the AFS by April 30th of the following year. The Audit Committee of the Board monitors progress and reports the status to the full Board at the February meeting at which time the Chairman asks the Audit Committee to recommend approval of the AFS to the Executive Committee when ready to do so. That meeting occurred in late April 2025 and the Executive Committee approved the AFS in time for their issuance by the deadline.
- Residence & Care Agreement(RCA) - certain modifications were being recommended to the RCA and the Committee was asked to review those with the Board's outside counsel.
- Meeting with ESL senior leadership - ESL invited the Executive Committee to a meeting whereby they provided an update on ESL's plans and priorities

along with an update on the Long Range Plan. The meeting was quite constructive and informative which has led to that meeting being the first of what will become an annual process.

- Compensation Review – certain information was not available at the October Board meeting when the Governance Committee was providing its review compensation and the Chair assigned the Executive Committee to follow up with Governance and management to complete that review. The Committee did so in December and confirmed the reasonableness of ESL’s process and the underlying compensation of CCI’s leadership.

EXECUTIVE COMMITTEE

Richard A Grove, Jr (Chair)

Charles Gamble

Joanne Pollak

Reverend David Cooney

Richard M. Barnes

FINANCE AND BUDGET COMMITTEE

The Finance and Budget Committee is primarily charged with overseeing the preparation of the annual budget and business plan and then monitoring financial results throughout the year. In addition, certain meetings are conducted to dive deeper into new initiatives as well as any elements of the business that raise questions related to their financial impact on CCI. During 2025, the Committee met several times to discuss the following topics:

- 5 Year Financial Plan – ESL and CCI’s financial team are preparing a 5-year financial plan as part of the long-range planning process and the Committee met with management to discuss the process and desired outcomes.
- EHMG – Medical Center Overview – the Committee met with EHMG’s leadership and the finance team to gain a better understanding of the financial reporting of CCI’s Medical Center.
- 2026 Business Plan – the Committee met several times during the preparation of the annual Budget and Business Plan. The initial meetings are to monitor the process and obtain an understanding of key assumptions and priorities being incorporated into the plan. Each year in October, the Committee convenes to review the final plan and Management’s recommendations for fee increases, capital spending and other material

elements of the plan. The 2026 Business Plan was a challenging one given the ongoing inflationary pressures driving increases in costs and ultimately and recommendation of a 5.5% increase in fees. After much deliberation, the Committee recommended approval of the 2026 Budget and Business Plan to the Board at the October meeting.

FINANCE AND BUDGET COMMITTEE

Richard A Grove, Jr (Chair)

Charles Gamble

Mitch Lomax

Linda Woolf

Don Grove (ex officio)

GOVERNANCE COMMITTEE

Charlestown is organized as a Section 501(c)(3) of the Internal Revenue. Our Board is the governing body of the nonprofit corporation CHARLESTOWN COMMUNITY, INC. Members of a nonprofit board focus on high level strategy, oversight of the community and accountability for our charitable mission. The oversight function of our board can be compared with employees and managers of Charlestown who oversee the day-to-day operations of our community. We continually assess how our manager performs its duties and spend a great deal of time working with the management team to address issues which require attention and improvement. This is part of our oversight function. The work of the board is advanced by 16 members with backgrounds in business, medicine, finance, healthcare, law, ministry, employment, risk management, and insurance. Much of our work is conducted through committees which are organized by subject matter. The whole board meets on a quarterly basis. Given the many functions of CCRCs, all the directors' experiences and skill sets are utilized when conducting the oversight function of the board. The contributions of our two resident directors are substantial as they provide valuable insight which allows our board to effectively serve you. The board looks forward to continuing to provide the necessary oversight of management and the community's affairs. We are fortunate to have added 4 additional talented board members since our last report, and we are fortunate to be able to attract highly qualified volunteers to our board. The Governance Committee, in addition to recruiting a talented team of directors and staff for our committees, monitors the effectiveness of our board in promoting the mission of Charlestown. The Governance Committee also looks to provide continuing education opportunities for directors. Another of the committee's responsibilities is an annual review of any conflicts of interest which may arise. Each director completes a questionnaire addressing specific potential conflicts.

Another matter which the committee addresses each year is sustaining the necessary terms for each director, as well as a variety of corporate legal matters (e.g. election of officers, the retention of audit and legal firms to assist the Board in its work and ensuring that Charlestown is in compliance with certain licensing requirements) that are required to be reviewed and approved by the Board.

Our committee is looking forward to doing our part in ensuring that Charlestown continues to be a well-managed and sustainable community for years to come.

We welcome your input!

GOVERNANCE COMMITTEE

Richard M. Barnes, Chair

Christopher McNally

Father Gladstone (Bud) Stevens

RESIDENT LIFE COMMITTEE

The Resident Life Committee of the Board has been structured to incorporate Resident Directors of the Board along with leadership of management and the Residents' Council in an effort to focus on matters affecting Resident Satisfaction. With this structure in place for the last few years, the Committee is settling into a constructive process whereby the Board is efficiently updated on key issues with the confidence of knowing that the Residents' Council is working closely with Management on the day-to-day matters that arise.

With Resident Satisfaction being a critical driver of occupancy, the Board and Management have had a long-standing commitment to monitoring satisfaction with the annual Survey, utilizing Holleran - the leader in our industry. Given the significant time and resources devoted to the survey, the Board has assigned the Committee to provide oversight of Management's development of an Action Plan and to monitor progress at the quarterly meetings. Those quarterly meetings also incorporate reports from Director of Resident Life on various activities and priorities throughout the year, as well as a report from the Residents' Council president on their key activities and recommendations.

The following are a list of several action plan areas that the Committee spent time reviewing:

- Common Area Cleanliness
- Exterior Grounds and Landscaping
- Parking
- Dining - various action items to enhance quality and variety
- Health & Well-Being

It is well documented that an important aspect of providing quality service and support to residents is by hiring, training and retaining an engaged workforce. Accordingly, this committee also spends time reviewing the Staff Engagement survey and management's action plan to address any opportunities identified.

The leadership of the Committee changed at the end of 2025 with Fr. Phil Brown retiring from the Board. The Board formally expressed their appreciation for Fr. Phil's guidance of the Committee through the transition into its new structure and process and looks forward to the new leadership for 2026 and beyond continuing the progress being made.

RESIDENT LIFE COMMITTEE

Fr. Phillip Brown, Chair

Stephen Schimpff, MD

Pat Kasuda, RN

Gabe Weisz

STRATEGIC PLANNING AND CAPITAL OVERSIGHT COMMITTEE

The Strategic Planning and Capital Oversight Committee (SPCOC) is tasked with anticipating and monitoring capital projects that will benefit the Charlestown Community and maintain our position as a leading and desired CCRC. Additionally, we review the capital budget to ensure it fits into the overall financial plan and appropriately helps us to meet the goal of long-term financial security for Charlestown.

We are now well into the repositioning of our historic district. Completed parts of the repositioning such as the remodeled and repurposed refectory are already being enjoyed by residents. Improved and enhanced dining opportunities will soon be open. Additionally, outdoor spaces are being expanded, beautified, and made to be more user-friendly. These projects take years to plan from designing, to permitting, to completing. We are excited to see the fruition of these plans with the many upgraded and new amenities being added to our campus.

Major projects such as described above are exciting and eye catching. We spend an equal amount of time on the more mundane, but important matters, such as lifecycle upgrades in buildings across campus. Amenities are great, but we still need elevators to work, boilers that heat, air-conditioning that cools, and open apartments to be modernized and made ready for new residents. A good example of this kind of capital work are upgrades presently being made for cell phone reception and device connectivity. Nothing will look different, but your phone and computer experience will be better.

As mentioned, monitoring capital expenditure is a major part of our work. We operate on a five-year plan completing projects underway, beginning the next

needed projects, and anticipating projects we know are on the horizon. Of course, unplanned issues always arise requiring us to remain flexible and nimble.

In all of this, the committee works carefully with management to assure that our buildings and property are safe, attractive, and in good working order, serving the residents well. Strategic planning is balancing the needs and desires of current residents, and the expected needs and desires of future residents. Keeping this balance means Charlestown is a place current residents are happy to call home and prospective residents will want to choose.

It is a large campus with multiple buildings and systems. Our committee is always grateful for the skill and hard work of the management team to keep the campus functioning well.

STRATEGIC PLANNING AND CAPITAL OVERSIGHT COMMITTEE

David S. Cooney, Chair

Joanne Pollak

Alison Brown

Naomi McAfee

Pat Kasuda

Stephen Schimpff

Don Grove, Executive Director

TREASURY AND INVESTMENT COMMITTEE

The Treasury and Investment Committee routinely meets with representatives of management and our Investment Advisor, Marquette and Associates, prior to each quarterly meeting of the Board of Directors' to review and manage the Investment Portfolio. During the review the portfolio's structure and allocation is assessed considering current and forecasted market conditions. The committee also meets outside of our regularly scheduled meetings to deal with issues that need to be addressed prior to the next regularly scheduled meeting. In addition to the Investment Portfolio the committee manages the investment funds of the Benevolent Care Foundation and the Scholarship Fund.

This past year the committee implemented a new Cash Management policy and systems to support the policy. This has significantly improved our management of daily cash ensuring income is earned on cash in the system that is not being used each day.

Strong financial markets and higher cash flow from increasing occupancy has strengthened Charlestown's financial condition. Consistent with Charlestown's financial strength, the Fitch rating service maintained the community's A- rating.

	12/31/2025	12/31/2024
Cash and cash equiv	5,270,963	2,115,928
Fixed inc	23,623,605	17,540,503
Equity funds	108,106,954	94,376,815
Alternative invs	5,733,113	5,095,713
Total invs	142,734,635	119,128,959
Int, divs and realized gains	5,253,461	3,508,533
Unrealized	6,451,776	2,863,866
Total performance	11,705,237	6,372,398

TREASURY and INVESTMENT COMMITTEE

Charles Gamble, Chair

Richard M. Barnes

Richard Grove

2025 FINANCIAL STATEMENT

Charlestown Community, Inc. and Subsidiaries Consolidated Statements of Operations December 31, 2025 and 2024

	2025	2024
Operating revenue and other support		
Resident occupancy revenue	\$ 99,744,320	\$ 93,573,960
Ancillary fee revenue	9,408,302	8,397,795
Net assets released from restriction used for operations	2,276,652	1,919,958
Amortization of community fees	1,672,074	1,205,366
Other revenue	360,206	506,644
Total operating revenue and other support	<u>113,461,554</u>	<u>105,603,723</u>
Operating expenses		
Salaries, wages, and benefits	56,348,446	52,905,661
General and administrative	18,484,013	17,165,537
Professional and contracted services	14,683,922	12,971,377
Management fees	4,411,479	4,072,158
Interest	5,815,986	5,767,906
Real estate taxes	1,518,511	1,641,783
Depreciation	23,017,270	22,047,601
Expenses incurred related to net assets with donor restrictions	2,276,652	1,919,958
Total operating expenses	<u>126,556,279</u>	<u>118,491,981</u>
Operating loss	(13,094,725)	(12,888,258)
Non-operating income		
Investment return, net	19,340,592	9,139,179
Realized and unrealized (loss)/gain on swap agreements	(1,132,484)	2,526,347
Total non-operating income	<u>18,208,108</u>	<u>11,665,526</u>
Excess of revenue over expenses/(expenses over revenue)	<u>\$ 5,113,383</u>	<u>\$ (1,222,732)</u>

This statement is excerpted from the audited financial statements of the community. The audited financial statements and notes, which are an integral part of the statements, are available in the Administration Office.

Community Benefit Report Charlestown



Charlestown is pleased to share the following highlights of its mission fulfillment for 2025.

Benevolent Care Fund

\$847,972 was donated to Benevolent Care, supporting 16 residents at a cost of \$1.87M. At the end of 2025, the cumulative planned gifts and annuities aggregated \$5.6M, which will provide future realized planned gifts for the Fund. At the end of 2025, the Foundation and Fund had a balance of \$5.06M.

Diversity, Equity & Inclusion Council

Throughout the year, the Diversity, Equity, and Inclusion (DEI) Council hosted a variety of events and educational initiatives to promote awareness and engagement within the community. These efforts included the Annual Pride Walk and Heritage Festival.

In-Kind & Financial Contributions

- Residents and employees supported the holiday mitten, scarf, hat, and gloves collection donating to 2 local elementary & middle schools (3,000+ collected)
- Holiday giving included 600+ toys and monetary donations to the Marine Corps Toys for Tots campaign.
- Residents donated \$40,665 to support the Chapel Concert Series.

Team Member Giving

Team Members supported the Benevolent Care Fund through direct donations during the fall campaign and payroll deductions - \$15,962.

Community Service

Charlestown residents and employees collected and donated 3,000+ pounds of food to Southwest Emergency Services, 850+ cans and non-perishable foods to Catonsville Emergency Assistance Christmas in July Collection and 350+ meals to Our Daily Bread.

Environmental Responsibility

We encourage recycling among residents and staff, donate items to local organizations, and instituted a program to monitor and reduce the amount of paper copies distributed.

Volunteerism

500+ residents supported a wide range of on-campus programs, including clubs, ELLIC, Treasure Sale, Sales office, libraries, resident visitor programs and OLOA ministries; while also volunteering throughout the Baltimore area in schools, hospitals, religious organizations, BWI airport, and other groups. Charlestown residents contributed over 130,000 volunteer hours.

Charlestown offered group volunteer opportunities for employees at organizations such as Paul's Place, Irvine Nature Center, Maryland Therapeutic Riding, The Children's Home, and the YMCA, also providing transportation to ensure access. 52 employees participated, contributing 416 volunteer hours through Erickson's Volunteerism program.

Education & Training

- Employees participated in financial wellness workshops (Retirement Planning and Money 101) through Principal.
- Front line staff completed the 4-month public speaking workshop, *Charlestown Speaks: Front and Center*, while leaders engaged in Blossom Training focused on stress management.
- Domestic Violence support and education was offered in October.
- Charlestown awarded \$226,433 in scholarships to 69 students (classes of 2019 - 2025).
- Ongoing development opportunities include tuition assistance, clinical training, and mentoring for all team members.

Charlestown is a continuing care retirement community in Catonsville, MD. At Charlestown we pursue our guiding principles by fostering respect and caring for coworkers, residents, and our community through volunteerism, philanthropic contributions, and community outreach.

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