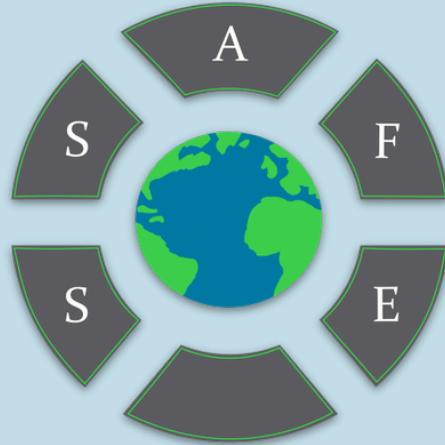


# Senior Stewards Acting For the Environment



## 2025 Annual Report

# Message from Leadership

## Dear Friends,

As we close out 2025, we are grateful for the dedication of SSAFE members, supporters, administrators, and community leaders who continue to turn concern about climate change into practical action across senior living communities.

This past year marked meaningful progress. SSAFE expanded to 18 chapters nationwide and 1,098 members. We launched the Pathway to Net Zero knowledge base, strengthened peer learning through working groups and expert presentations, and significantly improved how communities share and access our resources.

We look toward 2026 with optimism based on SSAFE's strong foundation, growing membership, improved systems, expanded resources, greatly improved means of sharing those resources, and, importantly, the support of residents, staff, and supporters across many communities.

We thank you sincerely for your partnership, generosity, and shared commitment to broaden SSAFE's reach and deepen its impact to achieve a sustainable future.



Joel Brody, Chair, Board of Directors



Michelle Goodwin, Executive Director

**18**

SSAFE CHAPTERS

**1,098**

MEMBERS

“

*So grateful that SSAFE exists and continues to grow and give.*

**Margaret Powell**  
SSAFE Founder  
Kendal at Hanover

# About SSAFE

## Our Mission

To address the climate crisis with the urgency it requires, SSAFE chapters educate and partner with their committees and administrations, with other chapters, and with other senior living communities to achieve carbon neutrality by 2050 through:

- advancing clean energy (energy-efficient and electrified buildings and vehicles);
- promoting sustainable food systems, reducing and recycling waste, and protecting biodiversity (native plants and wildlife); and
- advocating for local, state, and federal programs that repair, protect, and conserve the ecosystems without which life on earth cannot flourish.

**Senior Stewards Acting for the Environment (SSAFE)** is powered by a large and dedicated network of volunteer elders, with professional support from our Executive Director and Program Coordinator. Together we address the urgent challenge of climate change and advance practical solutions that support a sustainable planet for future generations.

We support our chapters through Zoom meetings, working groups, and regular internal communications. Through these efforts, we develop practical tools, guides, and shared learning resources that help senior communities take informed action. To extend our impact beyond our own chapters, we make these resources freely available to other senior communities and the general public through our website, [SSAFE.org](https://SSAFE.org).

Advancing clean energy, sustainability, and environmental stewardship is central to everything we do. Our work is made possible through the generosity of individuals in our community who support our mission through donations.

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Kathleen Winters, SSAFE Member

# Current SSAFE Chapters



**SSAFE has grown from a small network of Northeast communities into a national organization with 18 chapters and more than 1,000 members.**

1. The Admiral at the Lakes - Chicago, IL
2. Collington\* - Mitchellville, MD
3. Kendal~Crosslands Communities (Crosslands, Cartmel, Coniston) - Kennett Square, PA
4. Enso Village\* - Healdsburg, CA
5. Kendal at Hanover\* - Hanover, NH
6. Kendal at Ithaca\* - Ithaca, NY
7. Lathrop East\* - Easthampton, MA
8. Lathrop North\* - Northampton, MA
9. Kendal at Lexington\* - Lexington, VA
10. Kendal at Longwood - Kennett Square, PA
11. Kendal at Oberlin\* - Oberlin, OH
12. Otterbein Granville - Granville, OH
13. Pilgrim Place - Claremont, CA
14. Piper Shores - Scarborough, ME
15. RiverWoods Durham - Durham, NH
16. Seabury - Bloomfield, CT
17. RoseVilla - Portland, OR
18. Wake Robin - Shelburne, VT

*\*Kendal Affiliates*

## OUR STRUCTURE

SSAFE is organized as a network of chapter communities. Chapters are nonprofit senior living communities working toward carbon neutrality, advocating for climate action, and implementing practical sustainability practices on their campuses.

From time to time, SSAFE invites senior living communities to apply to become chapters. A review process helps ensure shared values and a commitment to active participation and collaboration among the chapters.

Residents of chapter communities may attend our presentations, meetings, workgroups, discussion groups, and workshops at no cost. Residents may also choose to become SSAFE members, also at no charge, which offers additional opportunities for involvement and leadership within the organization.

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# 2025 HIGHLIGHTS

In 2025, SSAFE made major strides by expanding its tools and resources, strengthening its national network, and increasing support for chapter-led sustainability action.

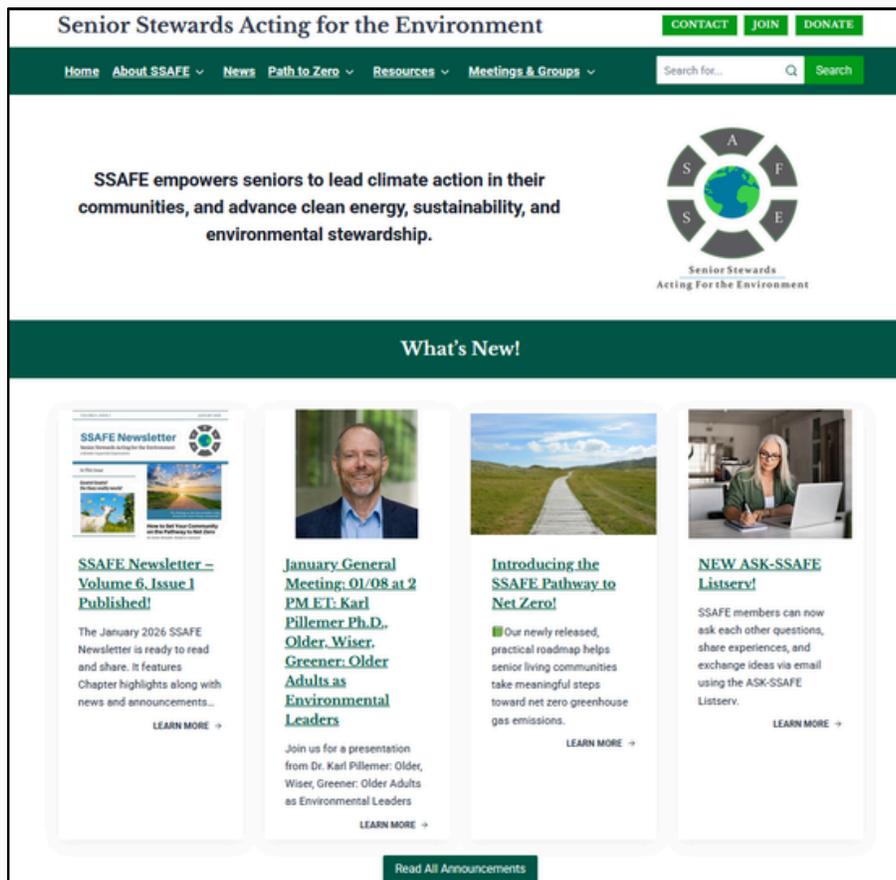
## MAJOR NEW TOOLS AND RESOURCES

Four major achievements position us well for future impact: a greatly improved and expanded website, a living document paving the way to net zero, venues for administrators to address challenges with SSAFE members and among themselves, and a listserv to connect all interested members.

### ◆ A Redesigned and More Useful Website

In May, SSAFE launched a redesigned website with improved organization, expanded resources, and a new search feature. In 2025, the site attracted more than 4,300 unique visitors and provided easy access to tools such as the Pathway to Net Zero, the chapter sustainability tracker, case studies, presentation videos, Earth Day materials, and curated book and film recommendations.

Screenshot of the SSAFE website home page: [SSAFE.org](https://SSAFE.org)



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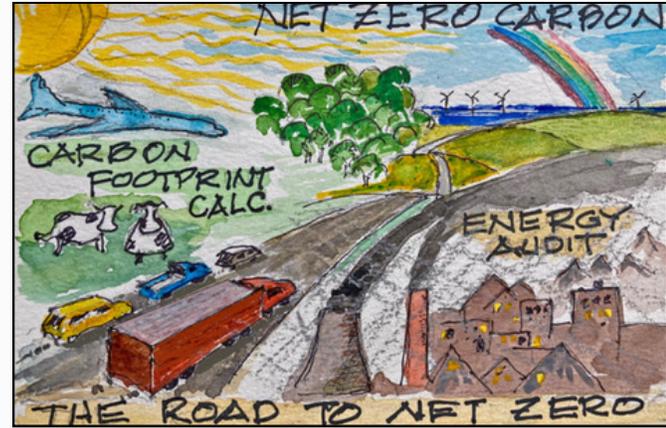
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## ◆ The SSAFE Pathway to Net Zero

The Pathway to Net Zero is a searchable online roadmap that helps senior living communities reduce greenhouse gas emissions and move toward a sustainable future. The Pathway covers measuring and auditing, support and planning, specific emission reduction opportunities, opportunities beyond energy, and key resources. The Pathway is a living document that will be updated over time.



Artwork by Stu White, SSAFE Member

## ◆ Special Panels with Chapter Community Administrators

SSAFE hosted three panel sessions featuring Chapter Community Administrators, one with four CEOs and two with Dining Directors. The panels highlighted both shared challenges and different approaches across chapters, while increasing awareness of the sustainability work happening in our communities.

### SSAFE CHAPTER CEO PANEL ON SUSTAINABILITY

for Senior Living Communities

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October 22, 2025

**Ann Gillespie, CEO**  
Collington,  
A Kendal Affiliate

**Lisa Marsilio, CEO**  
Kendal-Crosslands  
Communities

**Phil Jean, CEO**  
Piper Shores

**Glen Lewis, CEO**  
RoseVilla  
Senior Living

SENIOR STEWARDS ACTING FOR THE ENVIRONMENT

### SSAFE CHAPTER DINING DIRECTOR PANEL ON SUSTAINABLE EATING AND FOOD SYSTEMS

for Senior Living Communities

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JUNE 10, 2025

**Kate Hays, Dining Director**  
Wake Robin

**Lisa Kuschka—St. Onge**  
Lathrop North/East

**Norine Mulry**  
RoseVilla Senior Living

**John Platt**  
Kendal Crosslands  
Communities

**Stephanie Tolson**  
Collington, A Kendal  
Affiliate

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## ◆ The ASK-SSAFE Listserv

SSAFE members use the listserv as a community forum to ask SSAFE-related questions, exchange experiences, and share practical tips. The listserv also provides a supportive space for offering encouragement and for collaborating with fellow residents who are committed to advancing environmental sustainability in their communities.

“ I find SSAFE's listserv only gets better as more members join. I can ask about any topic and receive a variety of useful responses to help me navigate my issue.

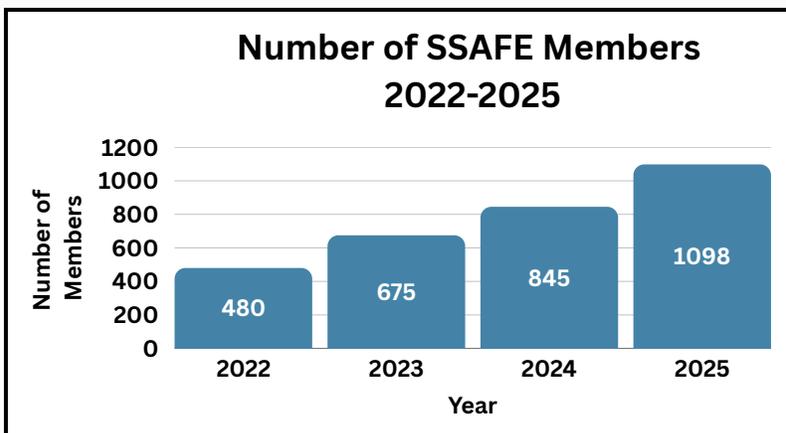
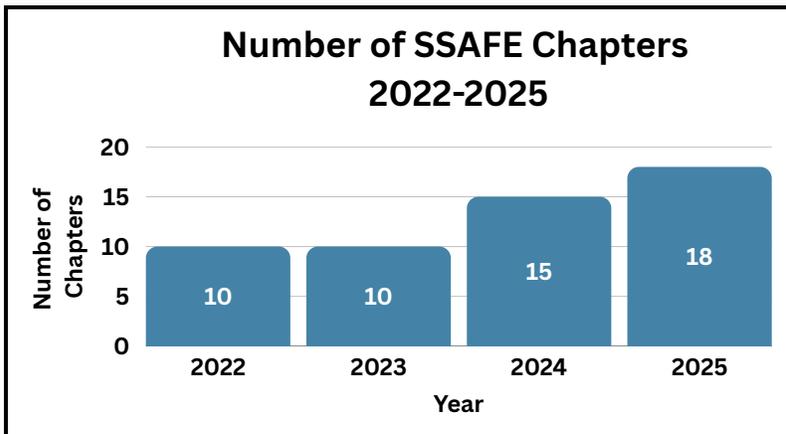
**Vicky Barrette**  
SSAFE Board Member  
RiverWoods Durham

## ORGANIZATIONAL GROWTH

### ◆ A National Organization with Growth in Chapters and Members

SSAFE has grown from serving a small group of Northeast communities to a national organization with chapters across the country, all committed to environmental sustainability.

SSAFE started adding chapters in 2024 and now has 18 chapters. SSAFE's membership is steadily increasing despite the expected losses caused by our aging population.



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# SSAFE'S OUTREACH TO CHAPTERS

## ◆ Monthly Zoom Presentations by Nationally Known Experts

Presentations cover a wide range of topics, and lively discussions follow each. 2025 topics included the alliance of religion and ecology, on-campus sustainability and strategic initiatives, food service sustainability, strategies for behavioral change, efforts to achieve climate neutrality, collective action on behalf of the climate and health, native plant gardening and ecosystems, plastics pollution, zero waste and a circular economy, and a roundup of SSAFE's 2025 accomplishments. Most presentations are recorded and posted on the SSAFE website.



**Jennifer Tabanico**

*Founder and Operator of Action Research*

**Beyond Awareness:  
Sparking Behavior Change  
for Good**

**Claudia Thompson**  
*Founder of Grow Native Massachusetts*

**Ditch that Fall Clean Up!  
Your Landscape Is an  
Ecological System**



**Captain Charles Moore**

*Discoverer of the Great Pacific Garbage Patch*

**Plastics, Like Diamonds,  
Are Forever**



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## ◆ Regular Chapter Working Group Meetings

Five working groups, including two new groups, were active in 2025 and produced content for the website.

- **Greening Our Campuses** explored a wide range of sustainability topics and approved case studies to assist senior living communities.
- **The SSAFE Advocacy Team** convened to identify high-impact action alerts related to federal, state, and local policies and legislation that affect climate change and the environment.
- **The SSAFE Energy Workgroup** investigated on-campus projects that focus on achieving net-zero emissions and produced resources to that end.
- **The SSAFE Reducing Waste: Plastics Workgroup** shared best practices, identified actionable strategies, and developed practical resources to help craft a blueprint for cutting plastic waste across our communities.
- **The SSAFE Sustainable Eating and Food Systems Workgroup** supported sustainable eating and food systems across SSAFE chapters and developed resources to serve as a road map for others to follow.

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*“What inspires me most is how many people show up with passion and generosity. Together, we’re proving that community is one of the most powerful tools for change.”*

**Steven Fellows**

SSAFE Board Member, RiverWoods Durham

*“Imagine! We don’t have to invent our own ways to make our communities better – we can consult in real time.”*

**Davida Foy Crabtree**

SSAFE Board Member, Seabury



## ◆ Quarterly SSAFE Newsletters

Quarterly newsletters, written and edited by SSAFE members and staff, share practical insights, introduce new solutions, and highlight chapter work. Topics included solar, plastics, laying the groundwork for net zero emissions, sustainable eating, environmental justice, composting, landscaping, green buildings, measuring impact, COP30, Earth Week, and embodied carbon.

“ We commend you on another terrific issue. We proudly share it with others to urge participation in our organization. Keep up the good work.

**Len and Mary Ann Cadwallader**  
SSAFE Members  
Kendal at Hanover

## ◆ Case Studies

SSAFE case studies, written by residents, share projects and programs carried out at their chapters so others can learn from what worked and what did not. Each case study outlines the methods, funding, challenges, outcomes, lessons learned, next steps, and helpful resources. New case studies added in 2025 included:

- Junk Mail Parties to Reduce Waste
- Rose Villa Pill Bottle Reuse
- Resident Facilitators Managing Trash/Recycle/Compost
- Collington’s Tree-mapping Project
- Building Heat Loss Analysis Using Infrared Imaging
- Responsible Investing with an ESG Focus
- A Nascent Green Fund’s Development
- RiverWoods Durham Resident Sustainability Surveys
- RiverWoods Durham No Idle Policy



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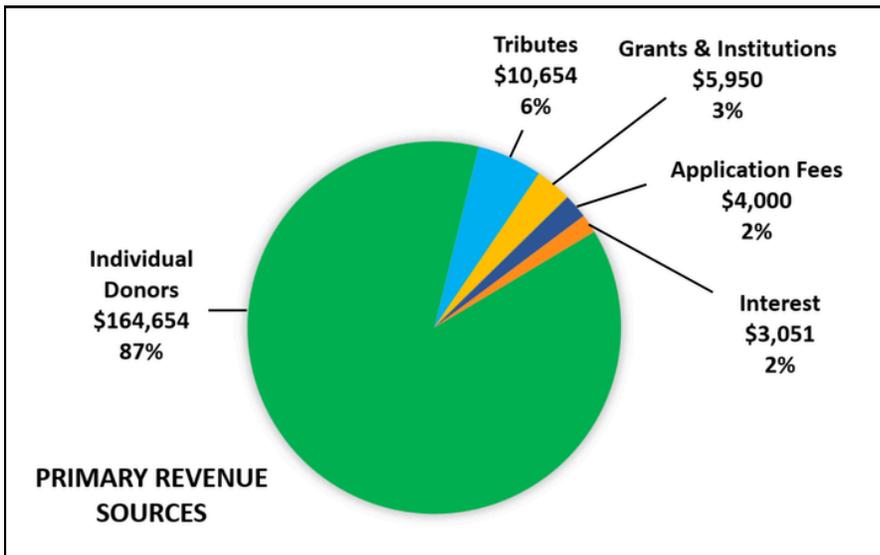
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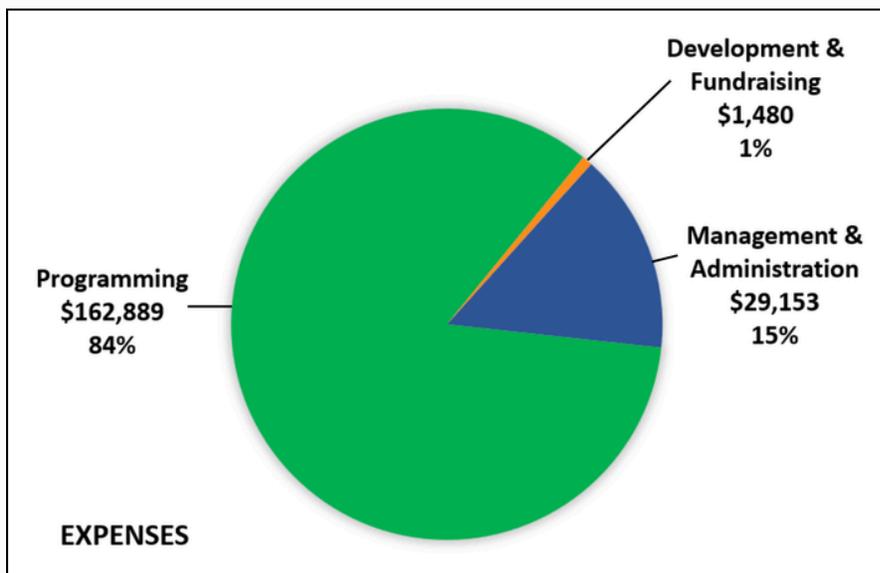
## ◆ Primary Revenue Sources

- Individual donors
- Special occasion contributions (Tributes)
- Grants and institutional income
- Application fees and contributions from new chapters
- Interest



## ◆ Expenses

- Programming
- Development and fundraising
- Management and administration



“ It’s a pleasure to be able to support an organization working toward such important environmental solutions!

**Liz Barbehenn**  
SSAFE Member and Supporter  
Collington

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# HONORING OUR FOUNDERS

## ◆ The Original 6

In late 2019, Margaret Powell, a resident of Kendal at Hanover, invited a small group of fellow residents to her apartment to explore how seniors might unite their voices to advocate for a livable future for generations to come. With the assistance of the CEO's office at Kendal at Hanover, the group obtained a list of council presidents across Kendal communities. Members of the initial group then reached out individually to identify others who shared a strong interest in environmental stewardship.

The group's first collective action was to draft a letter to the Kendal Corporation Board of Directors, urging the adoption of specific environmental goals and recommending revisions to the environmental stewardship language in the Kendal Values and Practices booklet (2012). While the booklet itself has not yet been revised, this early effort proved pivotal. It raised visibility across communities and sparked a rapid increase in resident interest and participation.

As the initiative grew and as collaboration expanded across geographic regions, it became clear that the scope and ambition of the work would require dedicated administrative support. This recognition marked an important step in the evolution of what would become SSAFE.



L to R: Scot Drysdale, Mary Lindley Burton, Stu White, Margaret Powell, Larry Daloz, Dulany Bennett  
Photo taken in February 2026 by Molly Drummond

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Learn more about SSAFE's history at [www.ssafe.org/history](http://www.ssafe.org/history).

# PEOPLE OF SSAFE

## ◆ 2025 Board of Directors

- Joel Brody, Chair - Collington
- Jim Seif, Vice-Chair - Kendal~Crosslands Communities
- Liz Barbehenn, Secretary - Collington
- Scot Drysdale, Treasurer - Kendal at Hanover
- Dulany Bennett, At Large Officer - Kendal at Hanover
- George Alexander - Kendal at Longwood\*
- Vicky Barrette - RiverWoods Durham
- Kamala Brush - Lathrop East\*
- Bob Gettings - Kendal at Lexington
- George Kriebel - Lathrop North
- Larry Litten - Piper Shores
- Willa Nehlsen - Kendal~Crosslands Communities
- Chris Sheppard - Kendal at Ithaca
- Carol Jean Suitor - Wake Robin
- Henry Thomas - Collington\*
- Ted Wolner - Kendal at Oberlin\*

*\*Term ended in 2025*

## ◆ Directors Starting Terms in 2026

- George Blomgren - Kendal at Oberlin
- Davida Foy Crabtree - Seabury
- Steven Fellows - RiverWoods Durham
- Ed Gellenbeck - RoseVilla
- Ann Taves - Pilgrim Place



**Joel Brody**  
Chair, SSAFE Board of Directors

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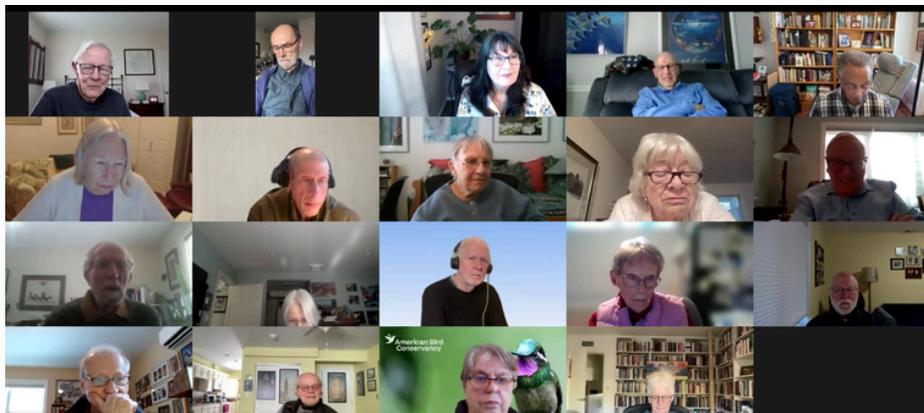
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**Board Members Attend a Zoom Board Meeting**

# PEOPLE OF SSAFE

## ◆ Staff

**Michelle Goodwin**  
SSAFE Executive Director

Michelle Goodwin has worked as a program and project manager in a variety of industries including information technology, software, continuing education, and renewable energy. She graduated from Northern Arizona University with a B.A. in Anthropology. She came to SSAFE through Citizen’s Climate Lobby as a chapter co-leader where she discovered an opportunity to meet with SSAFE Board members.



**Michelle Goodwin**  
Executive Director



**Jenna Woodill**  
Program Manager

**Jenna Woodill**  
SSAFE Program Manager

Jenna Woodill grew up with the Rocky Mountain National Park as her backyard, fostering a deep respect for the environment. She holds a B.A. in Art from San Diego State University and an M.A. in Global Leadership and Sustainable Development from Hawai’i Pacific University. With experience spanning public health, community engagement, and sustainability, she has worked with organizations like The Blue Zones Project, The Green House Hawai’i, and Sustainable Coastlines Hawai’i to implement programs that support both people and the planet.

## ◆ Volunteers

Volunteers from every SSAFE chapter generously lend their time, expertise, skills, and wisdom by serving on the Board of Directors, Board Committees, SSAFE Teams, Workgroups, and Task Forces. Together, these contributions represent thousands of volunteer hours over the past year. Some individuals give many hours, while others contribute more modestly, yet every contribution matters. Taken together, these efforts form the fabric of SSAFE. The interwoven strands of commitment, experience, and care strengthen the organization, sustain its work, and make collective progress possible.

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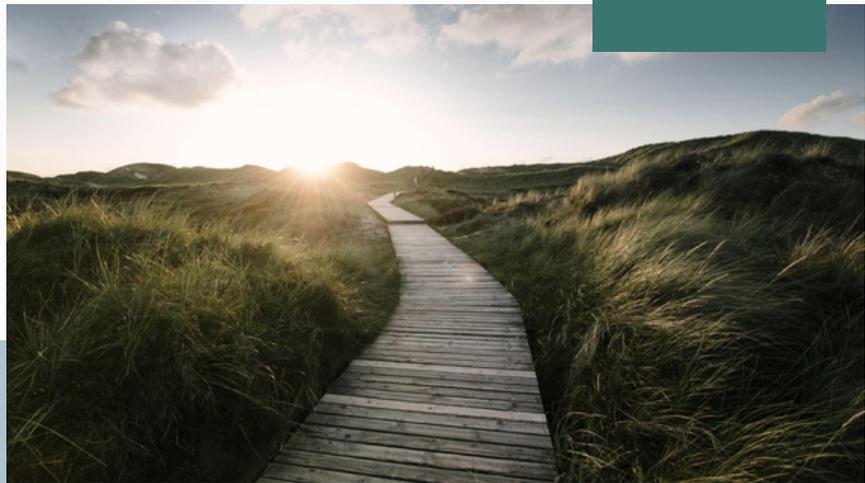
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# Looking Ahead

In 2026, SSAFE will continue to strengthen its programs, partnerships, and organizational capacity. The priorities below highlight our focus for the year ahead.



## **New Programming for 2026**

In 2026, SSAFE will introduce new programming, including a Landscaping and Native Plants workgroup, additional administrative panels, topic-specific workshops, and a refreshed advocacy model. These initiatives respond directly to member interest and are designed to support practical action, informed engagement, and effective collaboration at both the campus and national levels.

## **Continued Programming**

SSAFE will continue its core programming, including national meetings, active workgroups, Earth Day brainstorming sessions, and the quarterly newsletter. The ASK SSAFE Listserv will remain an important forum for peer learning, shared experience, and member-to-member support.

## **Advancing Practical Sustainability Work**

SSAFE will strengthen and advance strategic collaborations that expand our reach and impact, including engagement with academic partners and participation in conferences such as LeadingAge. These collaborations help elevate the voice of older adults and foster dialogue with administrators and allied organizations.

## **Expanding Chapters, Membership, and Fundraising**

Looking ahead, SSAFE will work to expand the number of chapters, increase membership, and strengthen fundraising to support organizational sustainability. These efforts will help ensure the capacity needed to deepen programming, increase peer connection, and serve a growing network of senior living communities.



Some of the Many Members Attending a SSAFE Monthly Presentation

# Contact Details:

Email: [info@ssafe.org](mailto:info@ssafe.org)

Website: [www.SSAFE.org](http://www.SSAFE.org)