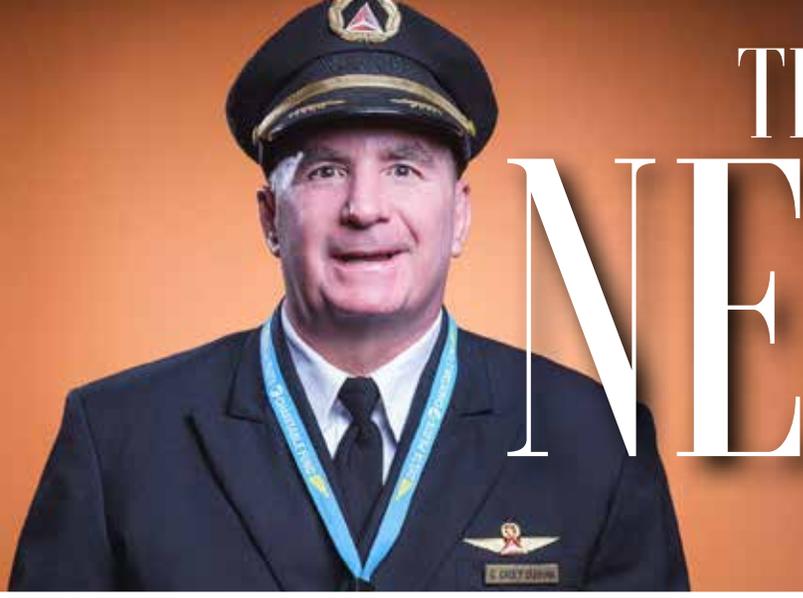


THE NEST

2026



Phoenix Senior Living®

WHEN IT COMES TO YOU
AND YOUR LOVED ONES,
EVERYTHING MATTERS.

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TO OUR PARTNERS

If you spend enough time in senior living, you learn two things pretty quickly:

1. This industry is about people first.
2. The numbers matter—but they tend to follow when you get the people part right.
3. Right now, both are lining up in a really encouraging way.

Across our Phoenix Senior Living communities, we're seeing occupancies climb, margins improve, and profitability strengthen. That's not by accident. It's the result of steady execution, great leadership at the community level, and a lot of hard work behind the scenes. And candidly, it has us more optimistic than we've been in quite some time about where this industry is headed.

Zooming out, the long-term picture is even better. The demographics are on our side, new supply remains constrained, and demand isn't going anywhere. Add to that an interest rate environment that's finally starting to move in a more borrower-friendly direction, and you have the makings of a very promising 5–10 year runway for thoughtful operators and aligned capital.

That's the macro story. Here's the Phoenix story.

We've always believed that great outcomes require great partners. Owners. Investors. Vendors. Consultants. Operators. You name it. We don't see relationships as transactional—we see them as collaborative. We're building something long-term, and we want people around the table who actually enjoy being there.

For investors, that means partnering with a team that's hands-on, transparent, and deeply focused on execution. We don't chase growth for growth's sake. We grow when it makes sense, when we believe we can create value, and when the partnership feels right.

For vendors and service partners, working with Phoenix means clear communication, consistency, and mutual respect. We value the people who help our communities run every day, and we work hard to create an environment where partners can grow alongside us—not just show up, invoice, and disappear.

And yes, we take our work seriously—but we don't take ourselves too seriously. Culture matters. Trust matters. And having a little fun along the way doesn't hurt either.

As capital markets continue to open up and opportunities expand, we're excited about what's ahead. Not just because of the numbers (which we like), but because of the people we get to build with.

The best chapters are still ahead.



JESSE MARINKO
CEO AND FOUNDER

BRIDGES, PARTNERSHIPS, AND PURPOSE

A YEAR OF CONNECTION AT PHOENIX SENIOR LIVING

BY KATHY RAINWATER-ROE -DIRECTOR OF COMMUNITY PARTNERSHIPS

If you had asked me this time last year whether I'd be this excited about my new role growing partnerships, I probably would have said "probably not." But here I am, ten months later, absolutely thrilled and filled with gratitude for what has unfolded. What began as a casual conversation about me taking on a position to be more present in our markets quickly turned into a mission—a mission to build connections, foster relationships, and create meaningful moments across our communities.



BUILDING BRIDGES ACROSS OUR CITIES

This year, I've had the privilege of meeting city Mayors, joining and participating in county Chamber of Commerce events, getting our communities involved in local festivals, and finding organizations where we could both serve and grow.

Meeting Mayor Jameson of Milton was a wonderful start. He graciously accepted an invitation to visit our Milton community, where residents eagerly awaited his arrival. The room was full, the energy was contagious, and the residents truly felt heard and seen by their young Mayor.

In Loganville, connecting with Mayor Baliles opened the door to an incredible opportunity: becoming the Gold Sponsor for the city's annual Groovin' on the Green concert series. From May through September, our Loganville community had the honor of introducing the band at each concert. Rather than having a director take the stage, we invited our residents to do the introductions. Each month, a different resident shared a bit about themselves and their love for The Retreat at Loganville before announcing the band. Soon, the crowd began looking forward to seeing which resident would take the stage next—it became a beloved highlight of the series.

HONORING A HERO: CAPTAIN LEVINGE'S 103RD BIRTHDAY

One of the most unforgettable moments this year was celebrating Claude "Captain" Levinge, a Navy Veteran who turned 103. Captain served heroically in WWII, the Vietnam War, and the Korean War as a fighter jet pilot, earning numerous medals and commendations. His birthday wish? To meet a NASCAR driver.

We pulled out all the stops—planning a huge celebration with military guests, proclamations, letters from the Governor and

the President, and a Certificate of Honor from the Georgia Military Hall of Fame. At first, we didn't have a driver confirmed, but a quiet social media request changed that. A NASCAR driver—who wished to remain anonymous—visited Captain privately for a heartfelt meeting.

Then, the magic continued. The EchoPark Speedway (formerly Atlanta Motor Speedway) reached out to coordinate something special. On September 23rd, GM Brandon Hutchison, NASCAR driver Daniel Suárez, and several news outlets surprised Captain with an autographed race helmet. To top it all off, Captain was invited to be the Official Race Marshall for the first race of the 2026 NASCAR season. It was a beautiful moment of community, gratitude, and partnership in action.

GIVING BACK: ATLANTA MISSION

Our journey with Atlanta Mission began in December 2024 when our home office selected them for our “Pay It Forward” project. With help from 25 volunteers and our regional dining team, we served meals to over 750 men and women across three Atlanta locations. The experience was deeply humbling and left a lasting impact.

In early 2025, I met with Atlanta Mission’s team to learn more about their transformation programs. It was clear that this partnership could grow even further. We began offering employment opportunities to graduates of their transformation classes—helping them find meaningful work and a fresh start. It has been one of the most rewarding initiatives of the year, and we look forward to continuing to build this partnership.

SECOND WIND DREAMS: EMPOWERING THROUGH UNDERSTANDING

Phoenix Senior Living has long supported Second Wind Dreams (SWD), but this year we took it a step further. In April 2025, all of our Georgia community Executive Directors became Certified Facilitators for SWD’s Virtual Dementia Tour (VDT) program.

Now, every Phoenix community in Georgia is licensed to facilitate the VDT—a powerful, immersive experience that helps people understand what it’s like to live with dementia. This initiative is transforming how our staff, families, and local leaders interact with and care for those living with memory loss. It’s truly a game changer.

PARTNERSHIPS THAT ENRICH THE SOUL

Another memorable collaboration came through the Roswell Cultural Arts Center, a hidden gem within the city of Roswell. Working with Al Stilo, Cultural Arts Coordinator, and his team,





and my networking friend John Harris, we created a plan to host a special holiday concert—Phoenix Senior Living Day—featuring jazz vocalist Karla Harris and her String Ensemble on November 23rd.

We offered discounted tickets so residents and their families could share this joyful experience together. Karla even sent personal video messages on social media, thanking Phoenix Senior Living. The smiles and joy from that day will stay with me forever.

MUSIC, MEMORY, AND MEANING: THE ATLANTA SYMPHONY ORCHESTRA

Just when I thought the year couldn't get any better, I received an email from The Atlanta Symphony Orchestra (ASO). Through my involvement with the Greater North Fulton Chamber, ASO had learned of Phoenix Senior Living and reached out to collaborate on a free concert for senior living residents.

In September 2025, more than 100 Phoenix Senior Living residents and families attended a beautiful outdoor concert at Ameris Amphitheater. One of the most touching moments was when a memory care resident experienced a moment of clarity as the music began—a moment that moved ASO members profoundly.

That story was later shared at a symposium by Susan Magsamen, author of *Your Brain on Arts: How the Arts Transform Us*, attended by professors from Johns Hopkins, Emory, Morehouse School of Medicine, Georgia Tech, and Georgia State University. To hear "Phoenix Senior Living" mentioned in that room was surreal. From that connection, we've begun conversations with ASO about joining the NeuroArts Initiative, which studies how the arts affect the brain. The potential here is extraordinary.

ONE CONNECTION LEADS TO ANOTHER

As I look back, I'm amazed by how much has happened in just ten months. From chamber meetings to NASCAR races, from feeding hundreds to expanding cultural and educational partnerships—it all started with a simple conversation around a conference table.

If you ask me now whether I'm excited about this role, I won't just say yes—I'll shout it from the rooftops: YES!



AND THE BEST PART?

WE'VE ONLY JUST BEGUN.





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RING THE BELL FOR BLAKELY DAY: A CELEBRATION OF COURAGE, HOPE, AND COMMUNITY

This September, the entire Phoenix Senior Living family came together to celebrate a day that embodies resilience, hope, and the power of community — Ring the Bell for Blakely Day.

One year ago, Blakely Marinko, daughter of Phoenix Senior Living’s CEO and Founder Jesse Marinko and his wife Heather, rang her cancer-free bell — a moment that marked the end of a courageous battle and the beginning of a new chapter filled with gratitude and light. To honor that incredible milestone, Phoenix Senior Living communities across the Southeast joined together once again this year to wear gold and raise awareness for childhood cancer, standing proudly with Blakely and all children fighting similar battles.

Because of the close-knit, family-first culture that Jesse and Heather have cultivated within Phoenix Senior Living, this initiative has become much more than a symbolic gesture. It’s a reflection of who we are — a community that celebrates victories together and supports one another through the hardest times.

In partnership with CURE Childhood Cancer, an Atlanta-based nonprofit that provides support, research funding, and resources to families of children battling cancer, Phoenix Senior Living communities hosted events, fundraisers, and awareness campaigns throughout the month. The collective effort was extraordinary — together, we raised over \$10,000 to benefit CURE and the families it serves.

This annual observance serves as a meaningful reminder that every act of kindness, every dollar raised, and every person who wears gold helps spread hope. For Blakely, it’s also a visible reminder that from Georgia to Missouri, from Louisiana to North Carolina, an entire family of residents, associates, and partners are cheering her on as she continues her cancer-free journey.

As we look ahead, Phoenix Senior Living remains committed to supporting CURE and the families facing childhood cancer — and to reminding Blakely that her strength continues to inspire all of us to live with courage, compassion, and purpose.



Thank you

Phoenix Senior Living

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GENE SEQUENCING
 Will cover the cost of genetic sequencing for **3 children** with relapsed or difficult-to-treat cancer.

NIGHTS OF LODGING
 ...or it will provide **74 nights** of lodging for families who must travel for treatment.

OPEN ARMS MEALS
 ...or it will allow CURE to serve **1,080 meals** in the hospital so families can stay by their child’s bedside.

COUNSELING SESSIONS
 ...or it will pay for **86 counseling sessions** for children, siblings, and parents devastated by a childhood cancer diagnosis.

HOUSING SUPPORT
 ...or it will cover housing costs for **7 families** struggling with the high cost of treatment.

HONORING THE FALLEN: THE MISSING MAN TABLE

At Phoenix Senior Living, we hold a deep and enduring respect for the men and women who have served in the United States Armed Forces. Among the many ways we pay tribute to these heroes, one of the most solemn and meaningful is the Missing Man Table — a powerful symbol of remembrance for those who never returned home.

THE PURPOSE OF THE MISSING MAN TABLE

Also known as the “Fallen Comrade Table,” this ceremonial display is a poignant reminder of those who are missing in action (MIA) or prisoners of war (POW). It serves not only as a tribute to their bravery and sacrifice, but also as a visual pledge that they will never be forgotten. The table is typically set in dining halls or at special events, often during Veterans Day, Memorial Day, and other military commemorations.

At Phoenix Senior Living, the Missing Man Table is more than just tradition — it is a heartfelt expression of gratitude, memory, and honor.

THE SYMBOLISM OF THE TABLE

Every item on the Missing Man Table holds a specific meaning:

- The Table – Set for one, it symbolizes the isolation of the absent service member.
- The White Tablecloth – Represents the purity of their intentions in serving their country.
- The Single Red Rose – A symbol of the family and loved ones who await their return.
- The Yellow Ribbon – Represents the determination to account for the missing.
- The Slice of Lemon – A reminder of the bitter fate of those captured or missing.
- A Pinch of Salt – Symbolizes the tears shed by families.
- The Inverted Glass – Signifies that the missing cannot partake in the meal.
- The Empty Chair – A silent witness to their absence.

Each element is carefully chosen, creating a powerful and emotional representation of sacrifice and loss.

WHY IT MATTERS TO US

At Phoenix Senior Living, we serve many veterans and their families. Honoring them is not just a gesture—it is part of who we are. We believe in recognizing all veterans: those who currently reside in our communities, those we’ve served in the past, and even those we may never have the opportunity to meet.

By including the Missing Man Table in our observances, we pay respect not only to the heroes among us but also to those who made the ultimate sacrifice. It’s a small table with a profound message: you are not forgotten.

OUR ONGOING COMMITMENT

Phoenix Senior Living is proud to be a place where patriotism lives on — where stories are shared, memories are honored, and veterans are celebrated. Whether it’s through special ceremonies, conversations over coffee, or the quiet presence of the Missing Man Table, we remain committed to honoring the courage, service, and sacrifice of all veterans.

We invite you to join us in this remembrance — to reflect, to thank, and to remember those who gave everything for the freedom we enjoy today.

The Missing Man Table pictured here was lovingly prepared by resident veterans of The Phoenix at Union Hill. With deep reverence, twelve comrades from every branch of service came together, each gently placing a symbolic item in honor of those who never came home.



RISING TOGETHER: THE HEART BEHIND THE PHOENIX RISING FUND



At Phoenix Senior Living, we often say that our greatest strength is our people — the dedicated associates who bring warmth, compassion, and excellence to our communities every day. The Phoenix Rising Fund was created with those very people in mind — a way for our Phoenix family to take care of one another in times of need.

The Phoenix Rising Fund is an employee relief fund designed to provide financial assistance to associates who experience unexpected hardships — such as natural disasters, medical emergencies, or other unforeseen personal crises. Funded by employee contributions and company-wide fundraising efforts throughout the year, it embodies the culture of compassion and community that defines Phoenix Senior Living.

Since the fund's establishment in 2021, the Phoenix Rising Fund has awarded more than \$126,000 in grants to employees across our communities — helping team members overcome difficult circumstances and regain stability when life takes an unexpected turn.

Each year, our commitment to this cause shines the brightest at our Phoenix Rising Fund Golf Tournament, now in its fifth year and approaching the sixth annual tournament scheduled for June 18, 2026, at Brookstone Country Club in Acworth, GA. This annual event brings together our valued partners, vendors, and friends for a day of friendly competition and generosity — all in support of our Phoenix team members. Through sponsorships, donations, and participation, the tournament has consistently raised over \$100,000 annually.

Beyond the numbers, the impact is deeply personal. The Phoenix Rising Fund has helped countless associates weather life's toughest challenges — offering not just financial assistance, but the reassurance that they're never alone. Every dollar donated and every swing taken at the tournament fuels that spirit of resilience and care that makes Phoenix Senior Living so special.

We are incredibly grateful to our employees, partners, and sponsors who continue to make the Phoenix Rising Fund possible. Together, we rise — lifting one another higher and strengthening the community that makes Phoenix feel like family. [Learn More or Get Involved](#)

Want to learn more about the Phoenix Rising Fund or make a contribution

Scan the QR code below or visit <https://eafrelieffund.com/m/Phoenix> to explore how you can help us continue supporting our Phoenix family in times of need.

- **We have awarded over 58 grants companywide over the past 3.5 years. So we are averaging 16 grants a year.**
- **The total amount of grants awarded is \$126,597**
- **Grants for serious injury or illness are \$68,378**
- **Grants for damage or impact to your primary home are \$15,451**
- **Grants for death in the family or to the family of a lost associate are \$12,198**
- **Grants for domestic abuse issues are \$7,070**
- **Grants for non-medical emergency are \$7,500**
- **Grants for immediate emergency due to disaster (Kentucky tornadoes) are \$6,000**

To make a donation via Text-to-Give,
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NEW TO THE NEIGHBORHOOD

COMMUNITIES THAT JOINED PSL IN 2025

At Phoenix Senior Living, growth is never just about numbers — it's about people. As we welcome new communities into our management, our priority is to ensure each one feels genuinely embraced, not simply acquired. We approach every transition with care, honoring the legacy and culture of each community while aligning them with our mission: that when it comes to you and your loved one, everything matters. This philosophy guides our onboarding process, from leadership engagement to operational integration, ensuring that new teams feel supported and empowered from day one. Strategic growth also means listening. We take time to understand what makes each community unique — its traditions, its people, its story — and we build from there. By blending local identity with Phoenix's proven systems and values, we create a foundation for long-term success. This article will explore how we foster trust, maintain continuity, and build meaningful relationships during expansion. Because for us, growth isn't just about adding locations — it's about expanding the reach of compassionate care.

-Seth Pesek, President



THE RETREAT AT FORT WALTON BEACH FORT WALTON BEACH, FL

The Retreat at Fort Walton Beach sits in a charming seaside community known for its warm southern hospitality, coastal beauty, and easy access to local attractions. Residents enjoy being just minutes from Fort Walton Beach's arts and entertainment venues, shopping districts, and vibrant community spaces, offering plenty of opportunities for outings, dining, and recreation. The area combines peaceful, scenic surroundings with convenient nearby amenities, making it an ideal setting for seniors who want both relaxation and engagement. Whether enjoying the local beaches, browsing nearby shops, or participating in community events, the location provides a comfortable and enriching environment for residents.



THE LODGE AT JASPER JASPER, GA

The Lodge at Jasper is situated in the heart of the North Georgia mountains, giving residents daily access to scenic views, fresh mountain air, and peaceful natural surroundings. The community's Jasper location offers a balance of quiet, rural beauty and convenient proximity to local amenities. Just minutes from downtown Jasper, residents can enjoy nearby shopping, dining, cafés, parks, pharmacies, and essential services, all within an easy drive. Its placement within the mountains provides a serene atmosphere perfect for walking, relaxing outdoors, and enjoying landscaped grounds, while still being only about an hour from Atlanta—making cultural attractions, entertainment, and major medical centers accessible when needed.

THE NEIGHBORHOOD AT VESTAVIA HILLS BIRMINGHAM, AL

Located in the desirable Vestavia Hills area of Birmingham, Alabama, a community known for its tree-lined neighborhoods, strong sense of community, and convenient access to everyday amenities. Situated along Columbiana Road, the location places residents close to shopping centers, restaurants, pharmacies, and medical offices, while remaining just minutes from downtown Birmingham's cultural attractions, dining, entertainment, and major healthcare facilities. Surrounded by well-maintained residential areas and green spaces, the neighborhood offers a quiet, comfortable atmosphere that blends suburban charm with easy urban access—making it an ideal setting for a relaxed yet connected lifestyle.



THE NEIGHORHOOD AT PRICEVILLE PRICEVILLE, AL

Located in Priceville, Alabama, a quiet and close-knit community in North Alabama that offers small-town charm with convenient access to nearby city amenities. Situated just outside Decatur, residents enjoy easy access to shopping centers, restaurants, pharmacies, and medical offices, as well as proximity to larger healthcare systems and services. The surrounding area features scenic drives, open spaces, and a relaxed pace of living that supports a peaceful lifestyle, while remaining well connected to the greater Decatur and Huntsville regions. This balance of rural comfort and accessibility makes the area an appealing setting for seniors seeking both tranquility and convenience.



THE NEIGHBORHOOD AT GROVE PARK DOTHAN, AL

Located in Dothan, Alabama, a regional hub of the Wiregrass area known for its small-city charm, easy navigation, and welcoming atmosphere. Set within a quiet residential neighborhood, the community offers convenient access to nearby shopping, dining, pharmacies, and medical services, including Flowers Hospital, while remaining close to local parks, cultural events, and scenic drives. This location provides residents with a peaceful environment paired with the everyday conveniences and community connections that make Dothan a comfortable and accessible place to call home.

THE RETREAT AT DECATUR DECATUR, GA

Located in Decatur, Georgia, a vibrant, walkable city just east of downtown Atlanta, known for its historic charm and strong sense of community. Situated near Decatur's lively downtown square, the area offers easy access to locally owned shops, art galleries, acclaimed restaurants such as Kimball House and Chai Pani, and live music venues like Eddie's Attic, along with frequent festivals and cultural events. Residents also benefit from nearby parks and convenient access to major medical centers, including Northlake Regional Medical Center and the Atlanta VA Medical Center, while enjoying the feel of an established suburban community with quick connections to all that metro Atlanta has to offer.



THE NEIGHBORHOOD AT AUBURN AUBURN, AL

The Neighborhood at Auburn is located in Auburn, Alabama, a charming college town known as “The Loveliest Village on the Plains.” The area blends small-town warmth with the cultural energy of Auburn University, offering residents easy access to downtown shops, cafés, art galleries, community events, and nearby parks. With its walkable layout, Southern hospitality, and convenient access to medical services and everyday amenities, Auburn provides a welcoming and engaging setting for seniors seeking both comfort and connection.



THE NEIGHBORHOOD AT DECATUR DECATUR, AL

Decatur, Alabama, a historic riverfront city known as “The River City” along the banks of the Tennessee River. Situated near Point Mallard Park, the area offers scenic surroundings, green spaces, and easy access to walking paths, seasonal festivals, and outdoor recreation. Decatur blends rich history and Southern charm with modern convenience, placing residents close to downtown shops, museums, dining, and cultural attractions while also offering quick access to major medical centers, including Decatur Morgan Hospital. With its welcoming community atmosphere, proximity to water and parks, and balance of small-city comfort and accessibility, the area surrounding The Neighborhood at Decatur provides a relaxed yet engaging setting for senior living.

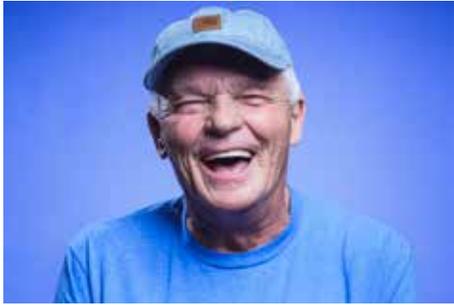
LEGACY HEIGHTS CHARLOTTE, NC

Legacy Heights Senior Living is located in south Charlotte’s Ballantyne area, a highly regarded neighborhood known for its peaceful residential feel, landscaped surroundings, and convenient access to shopping, dining, and everyday services. The area also offers close proximity to modern medical facilities, places of worship, and cultural destinations, all while remaining part of Charlotte’s vibrant “Queen City.” This blend of suburban comfort and urban accessibility makes Ballantyne an appealing and well-connected setting for senior living.



ALL IN THE SAME CANOE

A JOYFUL GATHERING AT THE PHOENIX AT BRASELTON



On June 26, the grounds of The Phoenix at Braselton transformed into a vibrant celebration of unity, joy, and community as over ten different communities from the PSL family came together to honor National Canoe Day. The event was more than just a celebration—it was a powerful reminder that no matter our backgrounds, we are all in the same canoe, paddling through life together.

Residents and associates from across the region gathered for a day filled with food, fellowship, and fun. The atmosphere buzzed with laughter and connection as guests enjoyed live entertainment, spirited games of bingo, and exciting prize giveaways. The event also featured a full-scale photo and video production, capturing over 100 joyful moments that will serve as lasting memories of the day's magic.

One of the highlights was the mouthwatering catering by Beau + Belle Southern Cuisine, who crafted a special canoe-themed menu and cocktail selection that delighted every palate. From savory bites to refreshing drinks, every dish was a nod to the spirit of the day—creative, comforting, and deeply communal.

The celebration wasn't just about entertainment—it was about connection. As residents and associates mingled, shared stories, and posed for photos, the theme of unity resonated throughout. The canoe, a symbol of shared journey and mutual support, reminded everyone that we are stronger together.

Whether it was the music, the food, the laughter, or the heartfelt conversations, National Canoe Day at The Phoenix at Braselton was a beautiful reflection of what makes our PSL communities so special. It was a day to celebrate not just where we've come from, but where we're going—together.

Photography services provided by Cole Michael Photography for the Canoe Day event.





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PHOENIX SENIOR LIVING HONORED WITH ARGENTUM'S 2025 BEST OF THE BEST PROGRAMS

Phoenix Senior Living is proud to be a recipient of Argentum's 2025 Best of the Best Programs. Argentum—the leading national trade association serving companies that own, operate, and support professionally managed senior living communities—recognized PSL at its Senior Living Executive Conference for The Legacy Project, cited for its innovation, ability to foster community, and for uplifting the resident experience.

“The beautiful thing about this experience is that we never set out to win awards or make waves in our industry—quite the opposite. We wanted to return to our why—our residents—and help their families, our associates, and even the residents themselves recognize them for the unique individuals they are. It has been immensely gratifying to celebrate our residents—both who they were and who they are today—in such a meaningful way, and I am thrilled at the impact this project has within the senior living industry as a whole.”- Victoria James, creator of The Legacy Project at Phoenix Senior Living



SCAN TO READ MORE ABOUT ARGENTUM'S BEST OF THE BEST AWARDS



Cole Michael
PHOTOGRAPHY
www.colemichaelphoto.com
@colemichaelphoto
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TO OUR RESIDENTS

At Phoenix Senior Living, you are the heart of everything we do — the reason behind every smile, every shared story, and every moment of connection. Each day, your lives, experiences, and families shape the spirit of our communities and remind us of our “why.”

As we look ahead to another incredible year, we invite you to dive into the many ways to experience the magic that makes Phoenix so special. From joyful celebrations to meaningful moments of reflection, this year is filled with opportunities to connect, contribute, and celebrate life together.

Throughout the year, you'll see our most beloved programs come to life — from the Legacy Project that captures lives worth remembering, to Faces of Phoenix, celebrating the personalities and passions that make each community unique, and The Grandbaby Project that brings smiles and creates a sense of comfort and purpose to those living with cognitive impairment. Paddle & Plate brings culinary creativity to the table, while our RISE initiatives — from life stations and sensory rooms to Cognition Ignition — keep minds and hearts engaged. We're also growing our intergenerational connections through Canoe Kids and volunteer programs which remind us that joy knows no age.

Community and compassion are at the core of our culture. Through PSL Pays It Forward and local volunteer days, our residents, staff, and families have countless ways to make a difference beyond our walls. This year, we hope to deepen our volunteer and outreach efforts by inviting residents' extended families to join their loved ones in giving back — creating shared moments and lasting memories together. We're proud of the partnerships that help us serve others and invite you to join us in these efforts.

Families play an essential role in the life of each community. We encourage you to join us for themed days and special celebrations, share your favorite photos and stories, or participate in Cognition Ignition prompts from home. Create personalized playlists for your loved ones, help curate memory boxes, and join resident spotlights — your presence brings every event to life.

We love featuring the voices and talents of our families. Share your favorite recipes for Flavors of Phoenix, contribute stories or tributes that celebrate your loved ones, or connect us with local partnerships that align with our mission. Every contribution adds another layer of warmth to our Phoenix family.

Thank you for being the heart of Phoenix Senior Living — for filling our communities with laughter, purpose, and love. Together, we continue to create moments that matter and memories that last.



**SUMMER BLIZZARD
SENIOR VICE PRESIDENT
OF ADMINISTRATION**

BEST OF THE NEST

Best of the Nest is our annual company-wide celebration honoring the extraordinary residents who make our communities so special. Each year, associates from across our 10 states nominate residents whose lives reflect perseverance, accomplishment, and outstanding character—stories that inspire, move, and remind us of what truly matters. These nominations are then shared and voted on across the organization, elevating the stories that resonate most deeply and leave a lasting impact on all who hear them. This year's honorees represent a rich tapestry of educational, cultural, and social backgrounds, yet they are united by one powerful thread: the meaningful impact they have made—and continue to make—on the people and communities around them.

PATTY CARRIER

MYRTLE BEACH MANOR
MYRTLE BEACH, SC

Patricia Carrier takes great pride in her deep Native American roots as a woman of both Zuni and Navajo descent. She is officially enrolled on the Navajo Nation Tribal Roll, a historic record that preserves the lineage, rights, and cultural identity of tribal members. This legacy continues in her family, with both of her daughters also enrolled as tribal members.

As a young woman, Patricia loved attending Pow Wows—joyful, intertribal gatherings filled with music, vibrant regalia, and traditional dances. She remembers them as colorful celebrations of unity and heritage, where each tribe showcased its own distinct customs. Patricia's own Pow Wow regalia was handmade by her mother, including a leather skirt and matching top decorated with detailed beadwork and embroidery. Crafted from animal hides, the outfit was heavy and warm, yet she wore it proudly as a symbol of her cultural identity and her family's artistry.

Today, Patricia remains deeply connected to her heritage and shares her stories, traditions, and experiences with those around her. Through her memories and her dedication to preserving culture, she honors her ancestors and helps ensure that the richness and resilience of Native American traditions continue to be recognized and celebrated.



IDA CLAIBORNE

THE BUNGALOWS AT
RIVERCHASE
HOOVER, AL

Ida Claiborne, born September 26, 1931, in Hattiesburg, Mississippi, grew up between Hattiesburg and Petal, learning the values of hard work and independence. A dedicated lifelong learner, she graduated from Springfield High School in Petal and attended Jackson College in Jackson, Mississippi.

Ida proudly served five years in the U.S. Army, reaching the rank of Private First Class. Her service took her to Oklahoma, San Francisco, and Japan, where she also earned a business certificate and developed a deep appreciation for military history.

After her military career, Ida continued serving others as a social worker, teacher's aide, and office administrator—roles she approached with compassion and commitment.

Faith and family remain at the heart of her life. Married to her late husband, Roy Claiborne, for 25 years, she is now the grandmother of five adult grandchildren. A devoted Baptist, Ida stays active through reading, word games, dancing, bingo, and time with loved ones. Her life is a testament to strength, service, and grace.

DR. MARK CONLEY

THE BUNGALOWS AT
JONESBORO
JONESBORO, AR

Born in 1942 in Jonesboro, Arkansas, Mark Conley's life reflects perseverance, excellence, and unwavering positivity. Growing up during segregation, he attended all-Black schools and worked as a shoe shine boy, often facing barriers to employment because of his race. Determined to rise beyond those limitations, Mark earned a bachelor's degree in biology from the University of Arkansas at Pine Bluff, a master's degree in environmental physiology from New Mexico State University, and a doctorate from Boston University after being nominated for and awarded the Martin Luther King Fellowship.

Mark's commitment to equity in education led to research access for Black students at predominantly white institutions, including a sabbatical at Johns Hopkins University, and to testify before Congress on reducing college dropout rates-advocating that barriers stem from preparedness, not intelligence. He went on to teach at universities in Boston and Arkansas, where he also served as a tennis coach. Beyond academia, Mark completed three Boston Marathons and two New York Marathons, all while managing asthma. Known affectionately as "Mr. Positivity" at The Bungalows at Jonesboro, Mark is admired for his kindness, encouragement, and unwavering optimism. His life is a powerful testament to resilience, achievement, and the impact of leading with grace



BONNIE GARRETT

THE BUNGALOWS AT
BRANSON MEADOWS
BRANSON MEADOWS, MO

Bonnie Garrett, born January 2, 1925, near Corning, Arkansas, has lived a century marked by resilience, service, and adventure. During World War II, she supported the war effort at a U.S. Naval Base in Southern California while her husband, Carl, served overseas in Guam. After the war, they settled in the St. Louis area, raised three children, and built a life centered on family and community.

Bonnie worked 21 years for Schnucks in St. Louis County, earning a reputation for warmth and dedication. In 1981, she was named Checker of the Year, winning a trip to London. After retiring, she and Carl founded a senior travel company, spending 16 years exploring 34 countries.

Following Carl's passing, Bonnie moved to Branson in 2003 to be near her daughter and went on to devote more than two decades to Branson's Veterans Week and volunteer work with the Branson Chamber of Commerce. Her commitment earned her a special honor: the Veterans Village Day Room was renamed the Bonnie Garrett Day Room for her 100th birthday.

Adding to her remarkable life story, Bonnie also once held the title of Miss Missouri. As she celebrates her 100th birthday on January 2, 2025, her legacy shines as one of service, compassion, and a life fully embraced.



JANICE HAYES

THE PHOENIX AT
OPELIKA
OPELIKA, AL

Janice Hayes' life has been defined by generosity, education, and an unwavering belief in human potential. From teaching neighborhood children to swim at age twelve—asking nothing in return because “their lives were more important than anything I could get”—to shaping generations of learners, Jan has lived a life of service.

A lifelong scholar driven by a “craving for learning,” Jan earned multiple degrees, including five master's degrees and two doctorates. Her career spanned elementary education and 38 years in higher education at Middle Tennessee State University, where she mentored faculty, authored influential teaching resources, and founded the university's first faculty development center.

Her impact reached far beyond campus through accreditation work, education advocacy, and global scholarship, including collecting and translating folk tales with guidance from the Smithsonian Institution. Recognized as U.S. Higher Education Teacher of the Year, Jan later taught faculty at University of Oxford.

Together with her late husband, Dean Hayes, she created a lasting legacy of care, mentorship, and generosity. Even in retirement, Jan continues to serve others with kindness, humility, and purpose—an enduring example of compassion, scholarship, and service.

ISABEL KOSTYO

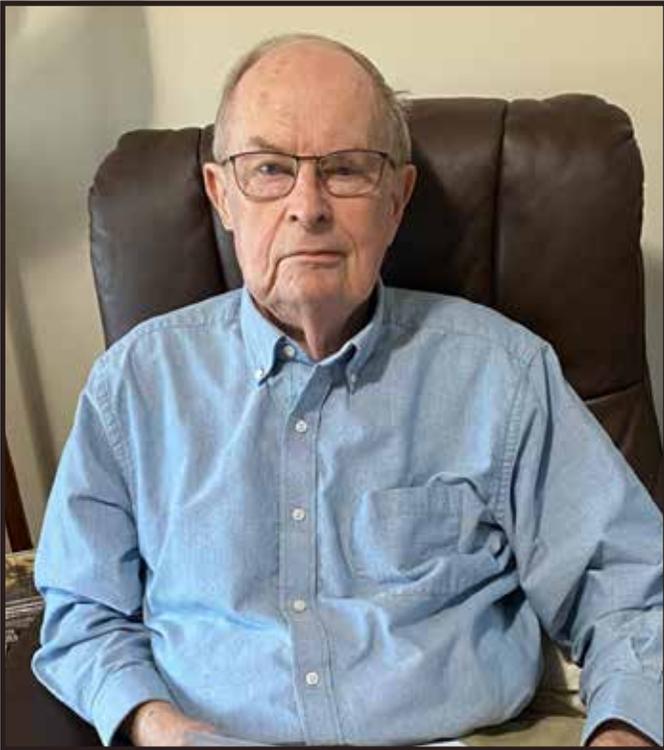
THE PHOENIX AT
LAKEJOY
WARNER ROBBINS, GA

Born in May 1923 in rural Ohio, Isabel Kostyo's life is a powerful reflection of resilience, service, and lifelong determination. Raised on a small farm without modern conveniences, she developed the work ethic and resourcefulness that would guide her for more than a century. She graduated in 1941 from a one-room schoolhouse with a class of just eighteen students and soon set out to build her own path.

At just 20 years old—while her husband served in World War II—Isabel began working as a typesetter for the Warren Tribune Chronicle. She later supported the war effort on the home front as an employment clerk and photo lab contributor at the Lordstown Army Depot, and went on to serve as Army photo lab supervisor at the Oakdale Army Base in Pittsburgh. Her career continued in Florida with a federal civil service role as a personnel specialist at the Pratt & Whitney aircraft engine plant. After 25 years of federal service, Isabel retired and returned to Ohio.

Even in her later years, Isabel's vitality shines. At age 97, she renewed her driver's license, valid until her 105th birthday. A lifelong traveler and avid reader, she remains sharp, curious, and full of warmth. Isabel Kostyo is a remarkable woman whose life embodies perseverance, service, and a true love of learning—an enduring inspiration to all who know her.





ROBERT MITCHELL

THE NEIGHBORHOOD AT
CULLMAN
CULLMAN, AL

Born in Sheffield and raised in Florence, Alabama, Robert Mitchell has built a life defined by service, innovation, and determination. At 23, he joined the United States Navy, beginning a distinguished 26-year career—20 years on active duty and six in the Naval Reserves—ultimately rising to Lieutenant Commander.

In 1966, Robert served as Recovery Officer for the mission to retrieve the Gemini space capsule off the west coast of Africa. He later worked on a classified naval project known as Griffin, a defense system designed to help ships evade torpedoes. Its success led to an invitation to present the project at a Navy conference in La Spezia, Italy.

After retiring from the Navy in 1981, Robert launched a successful entrepreneurial career. He founded Applied Solar Technologies, developing environmental concentrators for the Tennessee Valley Authority, and later co-founded Aqua Marine Enterprises—now Safe-T-Shelters—a family-run business he continues to support alongside his son and grandson. He also created the Business Office Services Network, offering meeting spaces nationwide, and Alabama Evergreens, a Christmas tree business that engineered equipment including a tree baler later sold through Lowe's.

Now 89, Robert enjoys retirement while staying active in the family company. His life reflects a remarkable blend of military service, ingenuity, and entrepreneurial vision—an enduring example of leadership and resilience.

BILL SEISER

THE NEIGHBORHOOD AT
MADISON
MADISON, AL

Bill Seiser devoted his life to advancing America's space program, shaping some of NASA's most historic achievements. What began with building model rockets as a boy grew into a distinguished engineering career marked by curiosity, discipline, and a commitment to discovery. After earning his engineering degree and serving in the U.S. Army—where he led rocket launch teams—Bill was recruited to NASA during the race to the Moon.

He served as NASA's Resident Manager for engine development on the Saturn I, IB, and V programs, including oversight of the Saturn V engines that carried astronauts to the lunar surface. Working before modern computers, Bill and his colleagues solved unprecedented challenges in propulsion, stability, life support, and reentry through relentless testing and ingenuity.

Bill later contributed to the Space Shuttle Program, helping develop the Space Shuttle Main Engine—one of the most advanced reusable engines ever built. He also supported the International Space Station as liaison engineer for the Japanese Experiment Module (Kibo) and served as lead engineer for Shuttle logistics modules.

Though honored many times by NASA, Bill remained humble, viewing his work simply as doing his job. Retiring in his seventies, he left behind a remarkable legacy—one defined by brilliance, humility, and a lifelong dedication to exploration.





BETTY MARIE STEWART

THE RETREAT AT
DECATUR
DECATUR, AL

Betty Marie Stewart is a cherished member of our community, known for her kindness, warmth, and remarkable ability to make everyone feel welcome. She greets new residents as friends from the moment they arrive, creating a sense of belonging that reflects her generous spirit and genuine care for others.

A trailblazer in leadership and service, Betty made history in 1978 as the first woman to serve as president of the alumni board at Emory University. Her commitment to the institution runs deep, particularly through her longstanding involvement with the Nell Hodgson Woodruff School of Nursing. In the early 1970s, Betty played a key role in revitalizing the school's alumni programs, strengthening connections and support that continue to benefit generations of nurses.

In recognition of her dedication and generosity, Betty received the Jake's Golden Heart Award from the Emory Alumni Association in 2016—an honor that reflects a lifetime of service, leadership, and compassion.

Beyond her professional and civic accomplishments, Betty is a devoted mother, a talented writer, a gifted ice cream maker, and a treasured friend. Her warmth, generosity, and inclusive spirit enrich the lives of all who know her. Betty Marie Stewart exemplifies the heart of community and is a truly deserving recipient of the Best of the Nest Award.

JANE TUCKER

THE RETREAT AT
LOGANVILLE
LOGANVILLE, GA

Jane Tucker, a native of Jasper, Alabama, is a living testament to resilience, service, and the enduring spirit of American history. While still in high school during World War II, Jane answered the nation's call by relocating to Savannah, Georgia, where she worked as a welder constructing Liberty Ships. As one of the pioneering women who stepped into industrial roles to support the war effort, Jane became part of a historic movement that forever reshaped the American workforce. Today, she stands among the last remaining Rosie the Riveters—a powerful symbol of courage and women's empowerment.

Following the war, Jane embarked on a new chapter, moving to Chicago to attend dental hygiene school. She dedicated more than 50 years to her profession, serving her community with compassion, skill, and unwavering professionalism.

In her later years, Jane continues to make an impact by sharing her remarkable story with school groups, veterans, and history enthusiasts alike. Through her voice and lived experience, she brings history to life and honors the countless women whose contributions helped shape the world we know today. Jane Tucker's legacy is one of perseverance, purpose, and pride—a true American trailblazer whose story continues to inspire generations.





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EPIC GALA 2025

CELEBRATING EXCELLENCE AT PHOENIX SENIOR LIVING

Each spring, Phoenix Senior Living associates from across the organization come together for one of the most meaningful traditions of the year—the EPIC Gala. This elegant black-tie celebration honors the people and communities who exemplify excellence, compassion, and an unwavering commitment to Phoenix Senior Living’s mission. Hosted once again in Roswell, Georgia, the 2025 EPIC Gala was an inspiring evening dedicated to recognizing those who bring the Phoenix values to life every day. The night served as a powerful reflection of the culture Phoenix Senior Living continues to build—one rooted in service, teamwork, perseverance, and heart. Through moving stories, heartfelt tributes, and well-earned recognition, the gala celebrated the associates and communities who make Phoenix truly exceptional.



EPIC FRONT LINE AWARD NOMINEES

STACEY PENNINGTON – MED TECH THE NEIGHBORHOOD AT MADISON

A devoted Phoenix associate since 2001, Stacey Pennington has built a career defined by compassion, versatility, and unwavering commitment to residents. Beginning her journey as an RCA and advancing to a Med Tech, Stacey’s impact touches every corner of her community. From assisting with wellness to supporting activities, food service, maintenance, and associate training, she embodies the true spirit of teamwork. Residents and families cherish Stacey’s personal touch—so much so that they once planned and organized her wedding at the community. Her willingness to volunteer on days off, decorate the community, and always prioritize dignity and comfort makes her a cornerstone of The Neighborhood at Madison. To Stacey, everyone is family—and it shows in everything she does.



JAMEL GRANT – LEAD SERVER THE PHOENIX AT UNION HILL WINNER

Jamel Grant exemplifies what it means to serve with heart. As lead server, he delivers five-star hospitality while maintaining kindness, professionalism, and genuine care for each resident he encounters. Jamel routinely steps beyond his job description—whether preparing breakfast when needed or assisting colleagues across departments. One remarkable instance highlights his quick thinking and bravery when he saved a resident’s life during a choking emergency. Despite managing multiple tables, residents praise his ability to make each person feel seen and valued. With his warm smile, calm presence, and team-first mindset, Jamel creates memorable dining experiences and meaningful connections every day.

ERIC HERNDON – FRONTLINE CAREGIVER THE PHOENIX AT LAKE JOY

Known for his infectious laugh and positive energy, Eric Herndon brings joy and dedication to his role as a frontline caregiver. A proud Alabama fan, Eric connects with residents through shared interests—especially sports—understanding their power to spark connection and belonging. Eric plays a key role in community spirit weeks and makes it a priority to learn each resident’s history, interests, and passions. His commitment is unwavering; when faced with car trouble one rainy morning, Eric walked to work to ensure residents were cared for, simply stating, “Residents are counting on me to be here.” His compassion, reliability, and belief that “teamwork makes the dream work” embody the heart of Phoenix Senior Living.

EPIC MANAGER AWARD NOMINEES

JEMEL GREEN – BUSINESS OFFICE MANAGER
THE PEARL AT WATKINS CENTRE

Jemel Green demonstrated extraordinary resilience and leadership during one of the most difficult years imaginable. While supporting his family through multiple serious illnesses and profound personal loss, Jemel remained a steady, compassionate presence for residents, families, and coworkers alike. Despite facing immense grief, he ensured smooth operations, built meaningful relationships with families, and maintained a warm, supportive environment for his team. He even extended his leadership beyond his own community by mentoring a new Business Office Manager at another Phoenix location. Jemel’s strength, perseverance, and selfless dedication serve as a powerful example of leadership through adversity.

ROD MCNEIL – FOOD & BEVERAGE DIRECTOR
THE RETREAT AT CONYERS

With his signature smile and passion for culinary excellence, Rod McNeil creates dining experiences rooted in warmth, hospitality, and care. Rod makes every resident feel welcome—assuring late arrivals they are “just in time” and customizing meals to their preferences. Beyond the kitchen, Rod builds meaningful relationships by learning residents’ favorite recipes, playing card games, and offering comfort when it’s most needed. His dedication to learning and mentorship enabled him to support the opening of Beau & Belle at Conyers, where he takes great pride in delivering a fine-dining experience that exceeds expectations for residents and staff alike.

GENIA RUTHERFORD – PROGRAMMING & OUTREACH DIRECTOR
THE BUNGALOWS AT JONESBORO
WINNER

Genia Rutherford has transformed programming and engagement at The Bungalows at Jonesboro through creativity, compassion, and tireless dedication. Her high-volume, inclusive activities consistently generate record participation from residents and families alike. Genia’s heart for service extends far beyond programming—she offers daily encouragement, prayer, and personal support to residents while fostering strong family connections through social media and community outreach. Under her leadership, Jonesboro’s reputation score soared dramatically. From organizing meaningful experiences to helping secure transportation for a coworker in need, Genia embodies service-driven leadership and inspires everyone around her to grow.



HOME OFFICE HERO AWARD



The Home Office Hero Award honors an associate whose behind-the-scenes leadership plays a critical role in supporting communities and empowering teams across Phoenix Senior Living. The 2025 recipient, Victoria James, exemplifies excellence through her consistent commitment, collaborative spirit, and service-driven leadership. In her role as Director of Programming, Victoria creates meaningful engagement that reaches every level of the organization. She leads the development of resident-centered initiatives that enhance daily life while also designing innovative programs that inspire, educate, and support associates. Her vision and creativity are instrumental in shaping experiences that make Phoenix communities feel connected, purposeful, and welcoming. A dedicated advocate for connection in all forms, Victoria leads with clarity, intention, and a people-first mindset. Her work bridges commu-

nities, teams, and experiences—ensuring engagement is not simply an activity, but a shared organizational value. Through her leadership and dedication, Phoenix Senior Living continues to foster environments where residents thrive and associates are empowered to make a meaningful impact.

OUTSTANDING COMMUNITY ACHIEVEMENTS

RISE UP AWARD – THE NEIGHBORHOOD AT MADISON
Honoring resilience, strength, and perseverance in the face of adversity.

IMPACT AWARD – THE PHOENIX AT JAMES CREEK
Celebrating the most significant year-over-year improvement.

QUALITY SERVICE AWARD – THE BUNGALOWS AT RIVERCHASE
Recognizing excellence and consistency in service and care.

PRESIDENTIAL AWARD – THE PHOENIX AT BRASELTON
Honoring operational excellence and embodiment of Phoenix Senior Living’s core principles.

A NIGHT THAT REFLECTS THE PHOENIX SPIRIT

The 2025 EPIC Gala was more than an awards celebration—it was a tribute to the people who make Phoenix Senior Living extraordinary. By honoring every nominee and award recipient, the evening reinforced a powerful truth: excellence lives in everyday moments, compassion is our foundation, and together, we continue to set the standard in senior living.



TO OUR ASSOCIATES

2025 was quite the year for Phoenix Senior Living — a year of growth, maturity, and forward motion as we took flight into our second decade as one of the Southeast's leading senior living organizations. By year's end, 9 new communities had joined our canoe, bringing us to 53 across 10 states. That kind of growth doesn't happen by chance — it happens because of you.

To keep our expansion steady and meaningful, we focused on three goals: Communication, Onboarding, and Training.

Communication — We strengthened how we connect, share, and celebrate across the Phoenix ecosystem. The launch of Nest Magazine in 2025 gave us a way to tell our story — to spotlight our Best of the Nest winners, highlight projects like The Legacy Project, The Grandbaby Project, and Intergenerational Programming, and celebrate associates who live our mission daily. Our new intranet, The Dock, opened a home base for everything PSL — from onboarding to storytelling. And in August, we set sail into the digital world with our YouTube channel, showcasing the remarkable people who make Phoenix what it is.

Onboarding — Whether joining us in Virginia, Missouri, or anywhere in-between, new associates now experience the same warm, consistent welcome that defines One Team. One Canoe. We've built shared experiences that create instant belonging and pride.

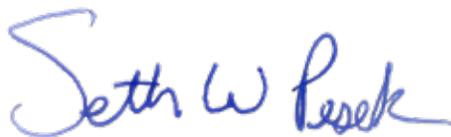
Training — Growth means nothing without preparation. From upgraded learning platforms to Training Tuesdays and Phoundations sessions, we invested in helping every associate feel confident and capable. These are more than programs — they're our promise to invest in you as you invest in our residents.

As we look to 2026, our focus sharpens around three new priorities:

- Communication (because it remains the lifeblood of a great team),
- Associate Experience (ensuring you feel valued and supported every day)
- Execution (taking ownership and accountability for delivering excellence in everything we do).

2025 strengthened our foundation; 2026 is about momentum. Together, we will elevate every interaction, every program, every meal, and every moment of daily resident life. Great isn't something we chase — it's something we build, paddle by paddle, together.

Thank you for bringing your passion, compassion, and servant hearts to work each day. You are the heartbeat of Phoenix Senior Living. The best is yet to come — and together, we'll continue to prove what it means to live as One Team. One Canoe.



SETH PESEK
PRESIDENT

HONORING OUR LONGEST-SERVING ASSOCIATES

At Phoenix Senior Living, dedication isn't just a value—it's a way of life. Across our communities, a remarkable group of associates has devoted 15, 20, 25, 30 and even over 40 years to serving residents with compassion, integrity, and excellence. Their commitment forms the foundation of our culture and the heartbeat of our mission.

40+ YEARS OF SERVICE: TIMELESS DEDICATION, UNMATCHED IMPACT

- **Sara Bessant** — 43 years, Myrtle Beach Manor
- **Susan Patrick** — 42 years, Lexington Country Place

30+ YEARS OF SERVICE: PILLARS OF OUR LEGACY

- **Ronda Miller** — 35 years, Lexington Country Place
- **Audrey Small** — 35 years, Myrtle Beach Manor
- **Sagrinda Williams** — 34 years, Myrtle Beach Manor
- **Diana Matherly** — 33 years, The Lafayette

20+ YEARS: STEADFAST AND STRONG

- **Sandra Wright** — 28 years, Myrtle Beach Manor
- **Kandentha Hemingway** — 28 years, Myrtle Beach Manor
- **Kris Clark** — 27 years, The Lafayette
- **Sharon Reynolds** — 26 years, The Neighborhood of Somerset
- **Theresa Davis** — 25 years, The Lafayette
- **Jill Zuniga** — 24 years, Lexington Country Place
- **Katina Young** — 24 years, The Lafayette
- **Stacy Pennington** — 24 years, The Neighborhood at Madison
- **Charlotte Maddux** — 24 years, The Neighborhood at Cullman
- **Jason Adams** — 24 years, The Bungalows at Chesterfield Village
- **Nichelle Robertson** — 23 years, The Lafayette
- **Myrtle Lovell** — 23 years, Lexington Country Place
- **Bonnetta Baughman** — 23 years, The Neighborhood at Cullman
- **Debra Wright** — 23 years, The Neighborhood of Somerset
- **Barbara Rhoades** — 23 years, Lexington Country Place
- **Sandy Sons** — 22 years, The Neighborhood at Priceville
- **Tina Whitt** — 22 years, Lexington Country Place
- **Suzanne Kephart** — 22 years, The Bungalows at Branson Meadows
- **Gwennetta Mays** — 22 years, Lakeview Estates
- **Calandra Green** — 22 years, Myrtle Beach Manor
- **Maria De Leon** — 21 years, Lakeview Estates
- **Sandi Grissett** — 21 years, Myrtle Beach Manor
- **Kellie Dritschel** — 20 years, Myrtle Beach Manor
- **Sheila K. Peoples** — 20 years, Lakeview Estates
- **Ruth Gichuhi** — 20 years, The Phoenix at Johnson Ferry
- **Deidra Cleghorn** — 20 years, The Neighborhood at Cullman
- **Heidi Tatten** — 20 years, Myrtle Beach Manor

15+ YEARS: RISING STARS OF LONGEVITY

- **Vicky Turner** — 19 years, *The Neighborhood at Grove Park*
- **Tony Turner** — 19 years, *The Neighborhood at Grove Park*
- **Jennifer Slay** — 19 years, *The Neighborhood at Vestavia Hills*
- **Kathy Rutledge** — 19 years, *Summit Place of Mooresville*
- **Tracy Roberts** — 18 years, *The Neighborhood at Priceville*
- **Jamie Ford** — 18 years, *Myrtle Beach Manor*
- **Monica Kirby** — 18 years, *The Neighborhood at Priceville*
- **Sharon Farmer** — 18 years, *The Neighborhood of Somerset*
- **Delores Gatlin** — 18 years, *The Neighborhood at Madison*
- **Penny Norwood** — 18 years, *Summit Place of Kings Mountain*
- **Mary West** — 18 years, *The Neighborhood at Cullman*
- **Comfort Serwaa** — 18 years, *The Retreat at Sandy Springs*
- **Annie Daniels** — 17 years, *Myrtle Beach Manor*
- **Betty Caudill** — 17 years, *The Neighborhood of Somerset*
- **Javier Benitez** — 17 years, *The Neighborhood of Somerset*
- **Vickie Harris** — 17 years, *Lakeview Estates*
- **Ashley Lowe** — 17 years, *Myrtle Beach Manor*
- **Sharon Lee** — 17 years, *The Neighborhood at Grove Park*
- **Roxanne Doolittle** — 16 years, *Myrtle Beach Manor*
- **Gloria Williams** — 16 years, *The Phoenix at Johnson Ferry*
- **Nancy Cole** — 16 years, *The Neighborhood at Grove Park*
- **Joann Lindsey** — 16 years, *The Neighborhood at Priceville*
- **Cassie Trammell** — 16 years, *The Neighborhood at Cullman*
- **Robbin Bilal** — 16 years, *The Retreat at Cascade*
- **Geri Williams** — 16 years, *The Neighborhood at Grove Park*
- **Etta Williams** — 16 years, *The Lafayette*
- **Victor Fuller** — 15 years, *The Neighborhood at Priceville*
- **Bonnie Jones** — 15 years, *Lexington Country Place*
- **Randa Cvangros** — 15 years, *Lexington Country Place*
- **Diana Ball** — 15 years, *The Bungalows at Jonesboro*
- **Teresa Harris** — 15 years, *The Retreat at Fort Walton Beach*
- **Pamela Griffin** — 15 years, *The Bungalows at Springfield East*
- **Melissa Freeman** — 15 years, *The Neighborhood at Grove Park*
- **Tonya Robinson** — 15 years, *Lexington Country Place*
- **Christle Richardson** — 15 years, *Lexington Country Place*
- **Amber Chadwell** — 15 years, *Lexington Country Place*

To each of you—thank you. Your years of service are more than numbers; they are stories of care, moments of joy, and legacies of love. Phoenix Senior Living is stronger because of you.

EVERYTHING MATTERS, THE POWER OF AN AUTHENTIC BRAND



BY JUSTIN HARDEN - VICE PRESIDENT OF SALES & MARKETING

When I first joined Phoenix Senior Living, I didn't start by looking at numbers or spreadsheets. I started by looking at people. The residents. The families. Associates. The stories that make this work more than a business — they make it a calling. My vision was simple: elevating and enhancing the way people experience Phoenix Senior Living, not just through visuals or messaging, but through feeling. I wanted every person — whether a prospective resident, a family member, or a future associate — to sense immediately that when it comes to them and their loved one, everything matters.

That philosophy began with a single image.

THE MOMENT THAT SPARKED IT ALL



Years before I joined Phoenix, I came across one of our Legacy Project photos on Facebook. It was simple portrait of a resident — serene, proud, utterly human. There were no embellishing or fancy backdrops. It was a resident looking through the lens of a camera. I knew about his legacy from one photo. I remember stopping mid-scroll. The image had an honesty that struck me right in the chest. It wasn't glossy marketing. It was truth. Storytelling comes in all shapes and sizes, and in this instance, portraits. I thought, if an organization cares enough to celebrate its residents like this, then it's the kind of place I'd want to work for — and stay with. Years later, that same feeling became my compass. Every design choice, every campaign, every refreshed piece of collateral had to honor that emotion. It had to reflect that same humanity that first pulled me in.

WHY SENIOR LIVING NEEDS A BRAND WITH HEART

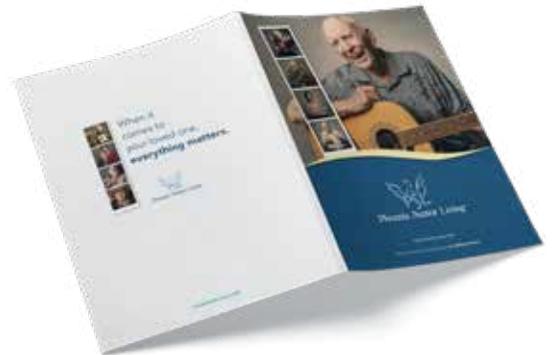
Most people don't plan for senior living until life forces the conversation. There are fear, guilt, and uncertainty. Families are looking for answers but also reassurance — a sense that the place they choose will treat their loved one as if they were their own. That's where brand comes in. Brand isn't just color palettes or taglines; it's trust. It's the invisible handshake that tells someone, you're safe here. Our job in marketing isn't to "sell" senior living — it's to walk with families through one of the hardest decisions they'll ever make. Authenticity is how we build that bridge.

DISCOVERING THE NEED FOR CHANGE

About a month into my role, I noticed that our materials — brochures, ads, digital content — didn't look like they belonged to the same family. Different fonts, tones, and messaging made it hard to tell one cohesive story. I've always believed that consistency builds trust. When every touchpoint tells the same story, families begin to feel reliability before they ever meet us. So, we decided to rebuild — not for the sake of looking new, but for the sake of being understood.

DESIGN WITH INTENTION

We partnered with Wingspan Integrated Marketing and began crafting a brand that could evolve with us — one that reflected our heart and purpose. The redesign started with our logos. The earlier versions had been created with an internal focus, celebrating who we were as a team. But I wanted something that spoke to families. We refined our marks to feel more forward-facing and human, paired with a refreshed palette that honored our history while looking confidently toward the future. One of my favorite projects was our Canoe Kids logo. Inspired by a vintage state park sign, it has this timeless charm — a nod to nostalgia, but with a modern edge. That balance, to me, is the essence of great design: it honors the past while creating space for what's next. And we didn't overlook the small things. I remember sitting with our team, flipping through paper samples for our new collateral. It might sound trivial, but to me it wasn't. I imagined an adult child, sitting at a kitchen table late at night, sorting through brochures and feeling overwhelmed. What would they notice first? What would calm them? Even the texture of the paper mattered — because when it comes to you and your loved one, everything matters. I tell our sales directors that all the time: "If we can't create a quality tour folder, how can we expect families to believe we'll provide quality care?"



REBUILDING THE WEBSITE: GIVING EVERY COMMUNITY A VOICE

One of the biggest changes we made was to the website. Previously, it was one single page representing all our communities — no unique stories, no local flavor, no differentiation. That didn't feel authentic to who we are. Each Phoenix community has its own heartbeat — its own staff, residents, and traditions. So, we gave every community its own dedicated page. Now, each one tells its story through real photos, resident highlights, and language that reflects the genuine personality of that community. No stock photos, no corporate copywriting. Just real people. It's a digital reflection of our philosophy: individuality matters. Storytelling matters. Everything matters.

THE RESULTS: CULTURE, CONFIDENCE, AND CONNECTION



The response since the rebrand has been overwhelming — both inside and outside the company. Families tell us they chose Phoenix because of how our story made them feel. They can see, through our materials and our people, the pride we take in our residents and associates. That connection doesn't happen by accident. It's the result of being intentional — in every color, every phrase, every image. Internally, the rebrand has unified us. It gave us one language, one shared sense of identity. Suddenly, everyone from operations to life engagement was telling the same story. And that consistency builds confidence both within the team and among the families we serve. It's even changed how we recruit. Before, finding high-quality talent sometimes required extensive outreach. Now, candidates reach out to us because they've seen who we are online and want to be part of it. The strength of the brand attracts people who share our values — which, in turn, strengthens the entire organization. When a brand is authentic, it becomes magnetic.

WHY AUTHENTICITY ISN'T OPTIONAL

In senior living, nine out of ten families are looking for a reason to say no. It's not because they don't see value — it's because they're afraid. They've promised their parents they'd never do this. They're battling guilt and doubt. That's why every interaction matters. A consistent, transparent, and heartfelt brand helps remove one more layer of fear. It says, "We see you. We understand". Authenticity isn't just a buzzword — it's an act of empathy. It's about telling real stories, using real people, and showing real care. The Legacy Project remains one of the purest examples of that. Those portraits of residents aren't marketing assets — they're love letters. They remind us that what we're really doing here is honoring lives, not selling rooms.

LESSONS FROM THE JOURNEY

If I've learned anything, it's that branding and leadership are inseparable. A brand tells people who you are — not just externally, but internally too. It shapes culture, sets expectations, and builds a collective sense of purpose. Authenticity starts on the inside. You can't ask the public to believe in your brand if your own people don't. That's why much of our rebrand focused on alignment — making sure every associate understood not just what the Phoenix brand looked like, but what it meant. We built the brand around a simple promise: that when it comes to you and your loved one, everything matters. Every touchpoint. Every story. Every interaction. That promise now guides how we talk, how we market, and how we serve.

LOOKING AHEAD

As Phoenix continues to grow, I think often about sustainability — not just of operations, but of authenticity. It's easy for a brand to lose its soul when it scales. My focus is to make sure we never do. Authenticity isn't a phase. It's not a campaign. It's a way of operating. Every new community we welcome, every resident we photograph, every message we share with it all has to reflect our heart. Our work in senior living is sacred. We're not just providing care; we're shaping the last chapters of people's stories. And those chapters deserve to be written with dignity, compassion, and attention to every detail. Because in this field — more than any other — the details are the difference.

So yes, we redesigned logos, refreshed our website, reimagined our collateral. But those were just the tools. The real change happened in the mindset — in understanding that branding is not about presentation, but about promise. It's the promise that when it comes to you and your loved one, everything matters. That's not just a slogan. It's our way of doing business. It's how we build trust, how we express care, and how we live our mission every day. And when families, residents, and associates all feel that — when they know that everything truly matters — that's when a brand stops being a logo and starts being a legacy.



PADDLE & PLATE

PHOENIX SENIOR LIVING'S NEWEST SIGNATURE CULINARY EXPERIENCE



At Phoenix Senior Living, we believe food is far more than nourishment—it is memory, culture, creativity, and connection. This year, we are thrilled to introduce Paddle & Plate, our newest signature program designed in partnership between the Dining and Engagement departments. This biweekly series celebrates the joy of cooking, the richness of shared flavors, and the meaningful moments that unfold when a community gathers around the table.

As a hallmark of Phoenix's commitment to creating vibrant, resident-centered experiences, Paddle & Plate blends the artistry of our culinary teams with the creative, connection-driven approach of our engagement professionals. Each session features a curated seasonal recipe brought to life through live chef demonstrations, hands-on tastings, and themed activities that honor the stories behind the food we love. From the aroma of warm spices to the sound of laughter shared over a new dish, every detail is crafted to spark conversation, awaken the senses, and elevate everyday dining into an immersive, memorable event.

What makes Paddle & Plate truly special is the way it brings residents and staff together as co-creators of each culinary adventure. Residents help shape the menu themes by sharing cherished family recipes, cultural traditions, or favorite ingredients from their past. Our chefs then reinterpret these inspirations with a modern, seasonal twist—while our engagement teams build complementary activities such as storytelling circles, nutrition spotlights, garden-to-table features, or even friendly kitchen-themed competitions. It's a beautiful blending of talents and traditions that results in experiences as unique as the residents themselves.

Every other week, communities will showcase a new recipe—perhaps a comforting winter soup, a refreshing summer salad, or a regional favorite highlighting the diverse flavors of the Southeast. Regardless of the dish, the heart of the program remains the same: fostering connection. Whether residents choose to watch, taste, participate, or simply enjoy the lively atmosphere, Paddle & Plate ensures that everyone has a seat at the table.

Beyond the delicious bites, this program serves as an invitation to slow down and savor—savor a memory, a story, a skill, a moment spent with friends. In a world where meals can easily become routine, Paddle & Plate transforms them into celebrations.

At Phoenix Senior Living, we are proud to continue expanding signature programs that honor our residents' unique identities and enrich daily life through creativity, collaboration, and heartfelt connection. With Paddle & Plate, we're stirring up something special—and we can't wait for you to taste what's next. Bon appétit!



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VOLUNTEERS OF THE YEAR

At Phoenix Senior Living, we know that the true heartbeat of our communities extends beyond our walls—it lives in the hands and hearts of those who give so selflessly of their time, energy, and compassion.

Volunteers play an irreplaceable role in enriching the lives of our residents and enhancing the sense of connection that defines the Phoenix experience. From hosting art workshops and musical performances to leading Bible studies, reading groups, and service projects, our volunteers bring light, laughter, and love to every moment they share with our residents.

While we could easily fill this publication with story after story of their remarkable impact, this year we are proud to recognize five individuals whose dedication has gone above and beyond. Nominated by our communities and selected by our team, these Volunteers of the Year embody the spirit of generosity that fuels everything we do.

To each of them—and to every volunteer who continues to give their time, talent, and heart—we offer our deepest gratitude. Your kindness doesn't just touch lives; it transforms them. Thank you for helping us keep the canoe moving forward with purpose, compassion, and unity.



Jason and Lisa Duke
The Phoenix at Lake Joy
 5 years of service

For the past five years, Jason and Lisa Duke have been a steady source of compassion and connection at The Phoenix at Lake Joy. What began as support for Jason's grandparents has grown into a weekly spiritual gathering that now brings comfort, fellowship, and joy to more than 30 residents.



Barry Eades
The Phoenix at Lake Lanier
 8 years of service

Their commitment never wavers—ensuring services take place every Sunday and arranging church volunteers whenever they are unable to attend. For many residents, these gatherings are the highlight of the week, made even more meaningful by the Dukes' encouragement for residents to help plan, perform music, and lead songs.

Beyond Sunday services, Jason and Lisa extend their care through hospital visits, prayers, and support during times of illness, transition, and loss. In recognition of their compassion, consistency, and the deep relationships they have built, we are honored to name Jason and Lisa Duke as this year's Volunteers of the Year.

"What really sticks out is when families have reached out to us after a resident has passed and they have asked us to lead their service/celebration of life. That means a lot that we have made such a connection with the resident and their families that we are thought of to do that for them. It really proves that what we do reaches past just the weekly Sunday gathering." - Jason and Lisa Duke

For the past eight years, Barry Eades has been a beloved and constant presence at The Phoenix at Lake Lanier. His joyful spirit and dependable support have made him unforgettable to residents, who eagerly notice—and miss—him on the rare days he isn't there.

Each Saturday, Barry shares his gift of music, spending hours playing guitar and singing classic favorites and worship songs that fill the community with comfort, nostalgia, and joy. He shows up for every celebration, holiday, and family event, stepping in wherever help is needed and building meaningful connections with residents and their families alike.

"These people have become my family, and I have become theirs. God gave me this opportunity to minister to these people. By doing so, I have changed their lives, and they have changed mine." - Barry Eades

Ryan Vaughn
The Bungalows at Springdale
 10 years of service

For more than a decade, Ryan Vaughn has brought joy to The Bungalows at Springdale through a simple but deeply meaningful tradition. On the second Saturday of every month, he arrives with his children—arms full of prizes he and his children purchase themselves—to spend hours calling bingo and sharing laughter with residents.

His visits are a highlight for the community, filled with excitement, connection, and genuine warmth. What makes his service especially meaningful is its sincerity—each visit is driven purely by his desire to give back and brighten the lives of our seniors.



“I like to say- Bring joy, have joy. When you bring joy to others, you will have joy. The amount of joy that I witness from the residents is tremendous. They are so appreciative and happy. Spend some time at a senior living community and you’re guaranteed to experience the joy!”- Ryan Vaughn



“I would want them to know that the world we live in can be pretty tough and hurtful at times. However, by volunteering in the senior living community you may be able through a kind and caring spirit, help lift someone’s spirit and help them find hope and peace in a crazy world. Also, I can assure you that volunteering at this type of facility can bring you a more pleasure and joy than you thought possible.”- James Park

Michael Darling
The Neighborhood at Sheffield
 15 years of service

For 15 years, Michael “Mike” Darling has been a source of joy, encouragement, and positivity at The Neighborhood at Sheffield. A military veteran and longtime TVA employee, Mike brings a genuine passion for connecting with others through storytelling, music, and an uplifting presence that residents deeply cherish.



A natural entertainer, Mike shares his energy and warmth both within and beyond our community. He previously served as President of the local Christian Motorcycle Association, where his leadership and generosity made a lasting impact. Many residents also fondly know him for one of his most beloved traditions—arriving as Santa on his Harley, spreading Christmas cheer with gifts in hand.

“I enjoy seeing the smiles on theirs faces. Sharing stories and meeting new people.”- Michael Darling



James Park
The Bungalows at Jonesboro
 15 years of service

For 15 years, James Park has been a joyful and faithful presence at The Bungalows at Jonesboro. Each Sunday, he and his wife support the community’s church service, and every Tuesday James returns to lead residents in an hour of beloved gospel hymns. His quick wit, warm humor, and heartfelt compassion have made him a favorite among residents, who eagerly look forward to his visits.

James’s service extends far beyond weekly worship. He serves as a valued liaison with his home church, coordinating meaningful projects such as Christmas treat bags and tote bags for residents’ walkers. During the holidays, he brings even more joy by stepping into the role of Santa for Cookies with Santa and the annual resident Christmas celebration.



GROWING UP, BUT NEVER GROWING OLD

BY VICTORIA JAMES -DIRECTOR OF PROGRAMMING

"Stay active, Laugh a lot, and Trust in God"

-KATHY NEWTOWN



I met Kathy Newton in April of 2021, just as The Phoenix at Hammond was putting the final touches on its brand-new building. She was the very first resident to sign on—our original pioneer, if you will. At the same time, I was brand new myself: a freshly hired Program and Outreach Director who had just made the leap from occupational therapy into senior living. I didn't fully know what I was doing yet—but I did know how to show up, roll up my sleeves, and say yes.

Kathy made that easy.

She approached me the way she approaches everything in life: as a helper, a friend, and someone genuinely interested in the people around her. We connected instantly. Along with three other founding residents, we formed a tight-knit little crew during those early weeks when move-ins were slow and the halls were quiet. With time on our hands and curiosity in our pockets, we leaned into laughter, mischief, and more than a few harmless shenanigans.

At the time, Kathy was 79 years old, moving back to Hammond from a condo in Mississippi to be closer to her two adult daughters. She was excited to be near family again—and equally excited about what might come next.

As her 80th birthday approached, I did what I often do: I asked her what her birthday wish was and how we could help her celebrate. Her answer came instantly, without hesitation.

"I want to go skydiving."

She casually explained that she had gone once at 40 and promised herself that if she made it to 80, she'd do it again.

Now, as a brand-new Phoenix associate, I wasn't quite ready to call Risk Management and ask permission to take a resident skydiving. So instead, Kathy and her family handled the jump itself, and I organized an outing for the rest of our residents to come cheer her on.

We went all out—handmade banners, signs, pom-poms, a cowbell or two—and loaded up to a small regional airport. There, we watched Kathy tandem jump out of an airplane and waited on the tarmac to welcome her back to earth.

To this day, it remains one of the most joy-filled moments of my adult career.

That afternoon, Kathy taught me something I've carried ever since: there is no expiration date on saying "yes".

I spent another 18 months at The Phoenix at Hammond before moving into a regional and then home office role with Phoenix Senior Living. With that transition came fewer day-to-day moments with my original crew—but thankfully, the community sits just four miles from my home. I still stop by when I can, though as anyone who travels for work knows, days have a funny way of turning into months.

On one visit not long ago, I caught up with Kathy and learned she was still at it.

This time, she had enrolled in art courses at Southeastern Louisiana University—just minutes from the community. I wasn't at all surprised when



she gestured toward the cup of coffee in front of her. It was a recently completed project for her ceramics class, and this particular morning she was putting it to the test.

When asked why, she shrugged with a smile. “Well, why not? It’s something fun to do. And being a college kid again makes for great dinner conversation.” Of course, it didn’t stop there. She fosters a pet gecko for her granddaughter. She books a trip to Dubai and then Africa shortly thereafter on a whim. She takes cruises to Mexico simply because the mood struck. She’s a guaranteed attendee to whatever is on the calendar of activities. You can count on her to rally her neighbors to join in on the fun, too.

She welcomes the new move-ins, checks on you when you’re under the weather, will dig to get the inside scoop, and despite her offer to step down, will oblige her friends when they vote her president of Resident Council... for the third year in a row.

Kathy embodies seize the day in its truest form.

And while skydiving, globetrotting, and gecko-raising may sound like living life on the edge, the real lesson Kathy offers is simpler—and more powerful. Be a yes person. See opportunities for what they are and take them, because you never know where they might lead or what doors they may open next.

This philosophy isn’t new to her. Kathy spent her career as a nurse, working in high-risk pediatrics, showing courage and compassion when it mattered most. She raised her family the same way—with grit, heart, and curiosity for what life might bring.

I’m incredibly proud to call her not only a resident of Phoenix Senior Living, but a dear friend.

At the home-office level, I often think back to Kathy and the perspective she gifted me so early in my senior-living journey. I hope to pass that lesson on to every resident we serve: you are only as old as you allow yourself to think you are.

Yes, things change. You may approach challenges differently than you once did—but those challenges can still be met. And sometimes, they’re not problems at all. Sometimes, they’re invitations. Invitations to try, to grow, to laugh, and to live fully. So, Kathy—thank you for growing up, but never growing old.



2026 COOKIE OF THE YEAR

Each year, Phoenix Senior Living brings residents, families, and staff together for a heartwarming company-wide contest with one shared goal: to create the winning recipe for the **PSL Cookie of the Year**. This treasured recipe becomes a signature treat for all Phoenix locations, serving as a warm welcome for visitors, a thoughtful gift for tours, a treat when meeting care partners, and, of course, a delicious snack for all to enjoy.

The contest begins at the community level, where each location hosts its own competition to select a single standout recipe that represents its community. From there, the Dining Director and their team review the submissions and narrow them down to the top five finalists. These five recipes are then prepared and sampled by all Home Office associates, creating a meaningful bridge that connects our communities to leadership.

This year's winning recipe, "Coconut Cranberry Chewies," comes from The Retreat at Conyers and was lovingly crafted by their Community Engagement Director, Daina Lloyd.



Daina Lloyd pictured with her award winning cookies

“It started off as a simple recipe. I'm not quite sure where I found it; was it in a book, was it online, was it given to me? I really can't remember. My daughters and I started playing with the recipe, we added this, subtracted that, and worked with different flavors. One daughter didn't like raisins but loved coconuts. The other daughter really loved oatmeal. Do we like vanilla, or do we like almond, or do we like lemon? We worked and worked until we found a combination that we truly adored. Every time we went to a church function or our family reunion, they would ask Are you bringing THE cookies. It's kind of like life, you're given a basic recipe, and it's up to you and those around you to adjust it to your liking, so I add this, to exclude that. We learn from our mistakes (don't use fake butter). That's the wonderful thing about life, you can dictate how it tastes so that when you go to the church function or the family reunion, they want to know if you brought "THE YOU “

- Daina Lloyd, The Retreat at Conyers
Cookie of the Year Recipe Creator

2026 COOKIE OF THE YEAR COCONUT CRANBERRY CHEWIES

- 1 Preheat oven to 350 degrees.
- 2 Melt butter, let it cool.
- 3 Combine white and brown sugar.
- 4 Add baking powder, baking soda, salt and extracts. Stir well.
- 5 Add beaten eggs. Stir until fluffy.
- 6 Drizzle melted butter into mixture. Work slowly to not cook the eggs.
- 7 Add oatmeal, one cup at a time.
- 8 Add flour, one cup at a time.
- 9 Add cranberries, one cup at a time.
- 10 Drop cookies by mounded teaspoons onto cookie sheet and slightly press down.
- 11 Bake for 8-10 minutes, or longer for crunchier texture.



Ingredients

Butter	1.5 cups
White Sugar	1.5 cups
Brown Sugar	1.5 cups (packed)
Baking Powder	1.5 tsp
Baking Soda	1.5 tsp
Salt	0.5 tsp
Almond Extract	1 tsp
Vanilla Extract	1 tsp
Eggs, large (beaten)	3
Oatmeal	3 cups
All purpose Flour, packed	3 cups
Sweetened Dried Cranberries	3 cups
Flaked Coconut	3 cups





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2025 RECAP

3006

Total Residents



869 Men
(28.8%)



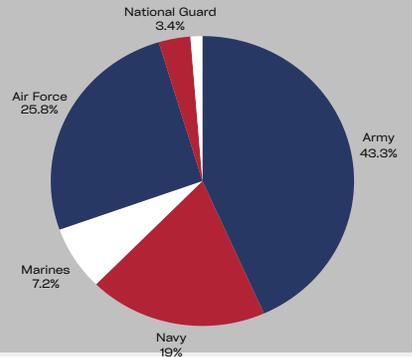
2139 Women
(71.2%)

COMMUNITIES BY STATE:



483

VETERANS



422

Educators



371

Homemakers



223

Medical Field



783

Tradesmen



6

SIBLING SETS



161

COUPLES



2769

Associates



1288

Residents for <1 year

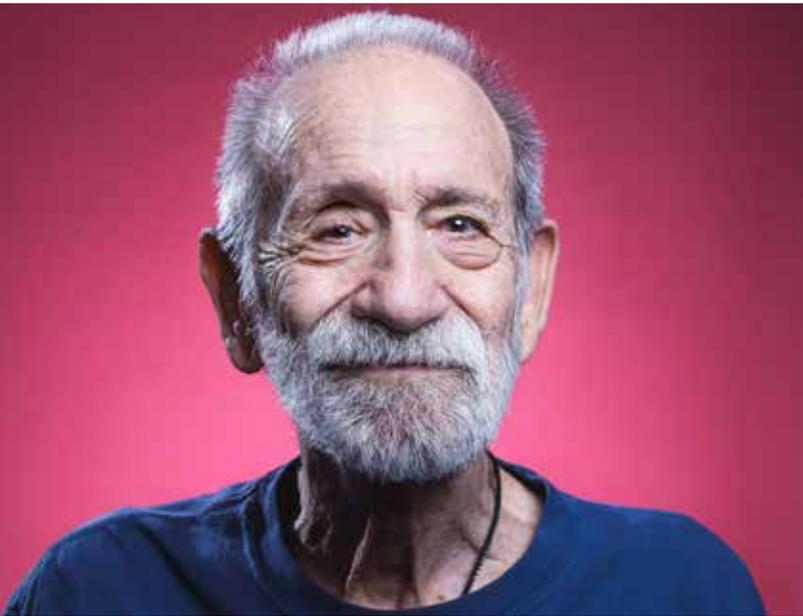


1746

Residents for >1 year







SCAN TO FOLLOW PHOENIX SENIOR LIVING ON

