



Acts

Where Loving-Kindness Lives



2025 ANNUAL REPORT





OUR VISION

Acts is an organization where Loving-Kindness and Christian ideals are practiced to meet the needs of those we serve.

OUR MISSION

Acts is committed to providing security and peace of mind to seniors by being a pre-eminent provider of retirement-life services, responsive to individual, social, personal, health and spiritual needs in a Christian atmosphere graced with Loving-Kindness, dignity, sensitivity, honesty, and respect without prejudice or preference.

OUR CULTURE

Acts has been setting the standard for excellence in senior living since opening its first community in 1972. In keeping with the teachings of our Christian heritage and Culture of Loving-Kindness, Acts is committed to the belief that every person is equally created in the image of God — a basic human identity — and that all individuals shall be treated with respect and dignity.

Acts

Where Loving-Kindness Lives







A Mission That Endures. A Future That Inspires.

Dear Acts Family and Friends,

At Acts, our mission has always been grounded in a simple but powerful commitment: to serve seniors with excellence, compassion, and loving-kindness. As we reflect on the past year, we are pleased to share that this commitment continues to guide every decision we make and every milestone we achieve.

In 2025, Acts remained focused on delivering outstanding experiences for both residents and team members, resulting in positive operational and financial outcomes. Our organization stands on a strong and stable foundation. With assets of $2.9 billion and 97.7% of residences occupied or reserved, Acts remains well-positioned for long-term success. These indicators are more than just numbers; they represent the trust placed in us by thousands of residents and their families, and the strength of a model that continues to endure while evolving to enrich the lives and fulfill the aspirations of today's and tomorrow's seniors.

Our commitment to residents and team members was reinforced by positive scores in both our resident and team member satisfaction surveys, and our healthcare environments once again earned high ratings from the Centers for Medicare & Medicaid Services. Sales momentum also remained strong throughout the year, driving impressive move-in numbers and resale entrance fee proceeds. These accomplishments produced another year of strong financial and operational performance for the organization, highlighted by Fitch Rating's affirmation of our A- credit rating.

As a leader in the industry, we are equally focused on what lies ahead. The past year marked the beginning of a transformative expansion at Park Pointe Village, one of many strategic investments aimed at enhancing our communities and elevating the resident experience. These efforts reflect a broader vision to ensure that Acts remains responsive, innovative, and perfectly positioned to inspire the vibrant lifestyles and personal desires of current and future generations.

None of this progress would be possible without our extraordinary team members who bring our mission to life each day, creating a culture defined by commitment, collaboration, and the pursuit of excellence. Their dedication is a powerful reflection of the values that define Acts.

With a strong foundation in place, we are filled with confidence and optimism for the exciting journey before us. Acts is not only growing, but also evolving, strengthening, and preparing for what comes next. With a clear vision, a strong and dedicated leadership team, and an unwavering commitment to our mission, we are well-positioned to continue making meaningful differences in the lives of those we serve.

Thank you for your continued trust in and support of Acts. The future is bright, and we are honored to move forward together.



Susan B. Allmond
Board Chair



Gerald T. Grant
Chief Executive Officer



Karen I. Christiansen
President

2025 HIGHLIGHTS



FINANCIAL STRENGTH AND PERFORMANCE POWER OUR MISSION

Acts continues to demonstrate strong financial health and operational performance, with total assets of $2.9 billion. This solid foundation supports long-term stability and positions the organization for continued growth. A key indicator of this strength is occupancy, which stood at an impressive 97.7% of residences occupied or reserved as of December 31, 2025. Coupled with a steadily growing priority list, this demand reinforces our confidence in maintaining high occupancy levels.

$2.9B
TOTAL ASSETS

97.7%
OVERALL OCCUPANCY



The Acts Obligated Group maintains an **A- rating from Fitch Ratings,** reflecting disciplined financial management and overall stability. Additionally, recognition as the nation's third-largest not-for-profit senior living organization in the *LeadingAge Ziegler 200* report highlights Acts' industry leadership position and continuing growth.

RAISING THE STANDARD IN SENIOR HEALTH SERVICES

Acts remains committed to delivering high-quality healthcare services, consistently achieving high scores in annual health center surveys. Across our communities, health centers regularly meet or surpass state and federal standards, often exceeding both state and national benchmarks reported by the Centers for Medicare & Medicaid Services (CMS). These results are driven by the expertise and dedication of our health services teams, whose professionalism and commitment enhance the well-being and quality of life of every resident.

SHAPING THE FUTURE OF OUR COMMUNITIES

Guided by a strategic focus on intentional growth, Acts continues to invest in community enhancements and repositioning efforts. In 2025, presales began on a major expansion at **Park Pointe Village** in Rock Hill, South Carolina. This transformative project will more than double independent living capacity while elevating lifestyle experiences for residents. Additional upgrades and improvements are also underway across multiple campuses, reinforcing our commitment to innovation, resident engagement, and long-term value.





MAJOR EXPANSION

PARK POINTE VILLAGE



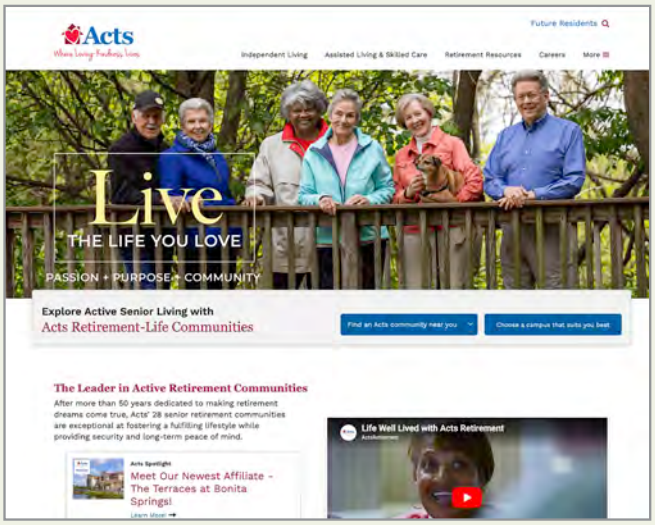
A NURTURING WORK ENVIRONMENT WHERE TEAM MEMBERS THRIVE

For more than 8,600 team members, Acts is dedicated to fostering a workplace culture that supports professional growth, work-life balance, and overall well-being physically, mentally, and spiritually. This commitment is reflected in our exceptional team member retention rates, and our most recent team member engagement survey, for which participation exceeded previous surveys and results demonstrated high levels of satisfaction across the organization.

8,600+
ACTS TEAM MEMBERS



In 2025, 686 Acts team members were recognized for milestone anniversaries ranging from five to more than 40 years of service, underscoring a strong sense of purpose and connection within the organization.



A BRAND PEOPLE KNOW, TRUST, AND RECOMMEND

Acts continues to strengthen brand awareness and engagement through a comprehensive mix of marketing and communications strategies, including video production, advertising, direct mail, earned media, and social media outreach. While the organization's website remains a key driver of inquiries, word-of-mouth and referrals continue to play a significant role in new move-ins. Acts' digital presence and strong online reviews further support our positive reputation and interest across key audiences.

TRANSFORMING LIVES THROUGH GIVING

The **Acts Legacy Foundation** continues to transform lives through dynamic fundraising efforts that support vital community projects and establish purpose-driven funds aligned with Acts' mission. In 2025, more than **3,700 donors** contributed over **$5.7 million** with the Foundation releasing approximately **$5.8 million** of previously donated funds. Specifically, the Foundation funded approximately $2.2 million for resident benevolence, $1.9 million for campus enhancements and wellness programs, and over $1.3 million to spiritual life, resident activities, and other restrictive purposes. Furthermore, the Foundation allocated more than $440,000 to team member assistance programs, including scholarships and emergency support, demonstrating our steadfast commitment to holistic community enrichment.

$5.7 MILLION
IN CHARITABLE DONATIONS

COMMUNITY IMPACT



Impact Beyond Our Communities

Acts and its affiliates remain deeply committed to making meaningful differences beyond our communities. These efforts reflect Acts' core values and extend outside of our campuses to enhance lives, strengthen communities, and fulfill the organization's mission of service excellence contributing to stronger, more vibrant local communities.





2025 COMMUNITY IMPACT HIGHLIGHTS

$31.4M
TOTAL COMMUNITY BENEFIT

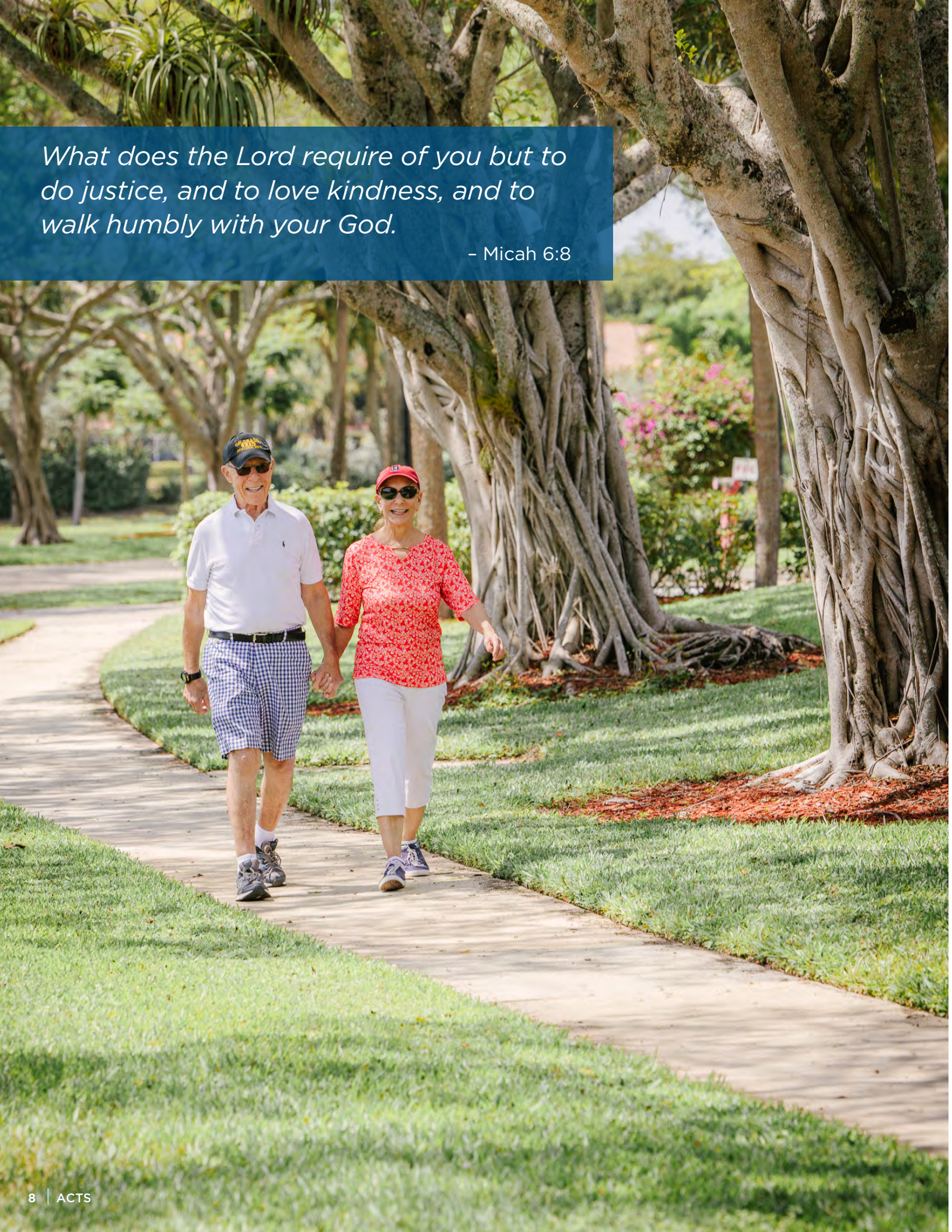
479,514
RESIDENT & TEAM MEMBER VOLUNTEER HOURS

$1.2M
ECONOMIC VALUE OF SPACE, RESOURCES, & SUPPLIES

$2.6M
RESIDENT BENEVOLENCE CARE

$16M
MUNICIPAL SUPPORT, PAYMENTS AND CONTRIBUTIONS




What does the Lord require of you but to do justice, and to love kindness, and to walk humbly with your God.
– Micah 6:8

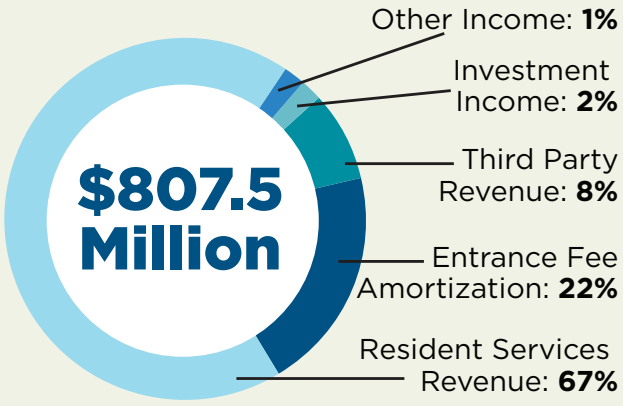
Financial Summary

Acts Retirement-Life Communities and Affiliates

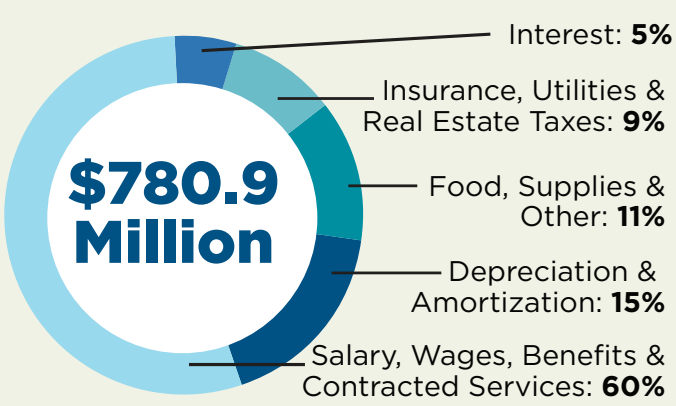
Consolidated Statement of Financial Position and Summary of Operating Activities
For the Years Ended December 2025 and 2024

(In thousands)	2025	2024
ASSETS:		
Cash and investments	$572,952	$462,956
Property and equipment, net	2,125,858	2,070,573
Other assets	175,863	183,810
TOTAL ASSETS	**$2,874,673**	**$2,717,339**
LIABILITIES, DEFERRED REVENUE AND NET ASSETS:		
Long-term indebtedness	$1,099,826	$1,015,822
Deferred revenue from entrance fees	1,374,783	1,319,755
Other liabilities	155,727	180,030
TOTAL LIABILITIES AND DEFERRED REVENUE	**2,630,336**	**2,515,607**
NET ASSETS:		
Net assets without donor restrictions beginning of year	162,453	151,293
OPERATING ACTIVITY:		
Total operating revenue	807,499	739,147
Total operating expenses	(780,897)	(733,787)
Operating Income	26,602	5,360
Total non-operating activity	14,283	5,800
Change in net assets without donor retrictions	40,885	11,160
Net assets without donor restrictions	203,338	162,453
Net assets with donor restrictions	40,999	39,279
TOTAL NET ASSETS	**244,337**	**$201,732**
TOTAL LIABILITIES, DEFERRED REVENUE AND NET ASSETS	**$2,874,673**	**$2,717,339**

2025 OPERATING REVENUE



2025 OPERATING EXPENSES



ACTS CULTURE OF LOVING-KINDNESS

The Acts Culture of Loving-Kindness is extending God's grace, goodness, mercy, and love without prejudice to others.

Acts embraces Loving-Kindness, recognizing the inherent value in others through an attitude of respect and acceptance, without favor.

Acts is committed to following God's directives to care for seniors and, in so doing, glorifying Him through intent and purpose.



Board of Directors
Acts Retirement-Life Communities

Members of the Acts Board of Directors are dedicated individuals who embrace the company's mission, purpose, and values by sharing their expertise in many aspects of senior living.

Susan B. Allmond (Chair)
Kathryn L. Brod
Warren E. Callaway
Linda R. Chamberlain
Karen I. Christiansen
H. Bruce Detweiler
John L. Esterhai, Jr.
Elric C. Gerner (Secretary)
James T. Glynn
Gerald T. Grant
Jason J. Greer
Michael D. Kelly
J. Eugene Lammers
Daniel W. Lawson, II (Vice Chair)
Marvin Mashner (Treasurer)
Daniel R. Middlebrooks
Dawn E. Reichard

Active Emeritus
Robert B. Evans
John J. Marcheschi

Honorary Emeritus
Donald L. Davis
Thomas A. Dunn, III
Merrill S. Moyer

We wish to thank Dr. Donna Jacoby for 15 years of dedicated Board service.



Acts Leadership

Executive Leadership

Gerald T. Grant
Chief Executive Officer

Karen I. Christiansen
President

Jonathan D. Grant
Chief Operating Officer

James H. Petty
Chief Strategy Officer

Community Operations

Jeremy O. Neely
Chief Community Operations Officer

Terri A. White
Chief Administrative Officer

Patrick D. Picciocchi
Culinary & Resident Experiences

Michael F. Salitsky
Operations, Mid-Atlantic

George R. Bryan
Operations, Southeast

Stephen V. Eggles
Operations, Mid-South

Brian R. Levesque
Operations, Northeast

Legal, Finance, Procurement and Real Estate

Joshua S. Pasker, Esquire
General Counsel

David Vega
Operations Analysis & Compliance

Susan Ahern
Chief Financial Officer

Peggy C. Valdivia
Financial Services

Joseph M. Taylor
Payor Contracting & Reimbursement

Brian E. Rounsavill
Procurement & Contract Management

Sean T. Fletcher
Real Estate Services

Gregory D. Hensley
Real Estate Development

Sales, Marketing, and Communications

Megan M. Longley
Chief Sales Officer

Lori M. Woodward
Chief Marketing Officer

Brian T. Rutter
Chief Communications & Brand Officer

Strategy, Innovation, and Technology

Christopher J. Hartman, Sr.
Chief Technology Officer

Craig D. Thompson
Chief Integration & Innovation Officer

Kimberly A. Power
Information Technology Operations

Jodie R. Reinhart
Strategy & Business Development

Human Resources, Training, Education, and Research

Deirdre E. Groenen
Chief Human Resources Officer

Erica L. Richardson
Human Resources

Jo Anne R. Hartman
Education & Research

Health and Wellness

Holly S. Schade
Chief Clinical Officer

Paul M. Reinbold, MD, CMD
Chief Medical Officer

Teresa C. Moore
Resident Health Services





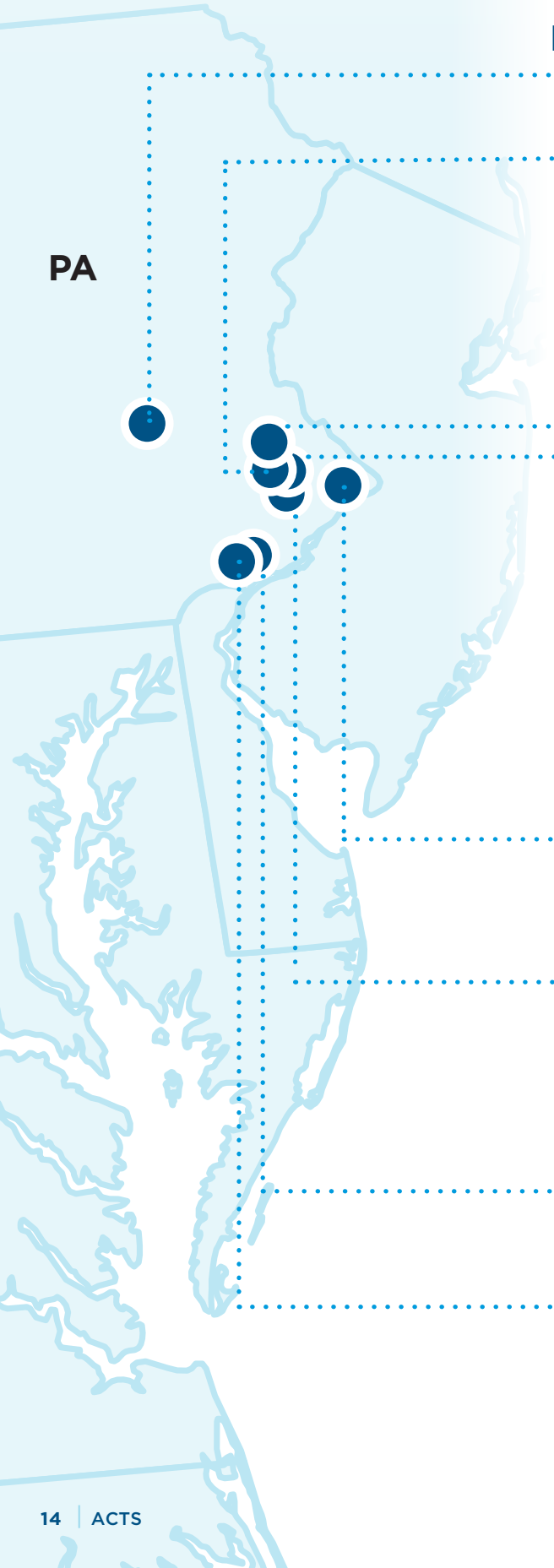


ACTS COMMUNITIES

Acts Locations

Acts is one of the largest not-for-profit senior living organizations in the United States serving over 11,000 residents at 28 communities in 9 states.

NORTHEAST REGION





Brittany Pointe Estates
Lansdale, PA



Spring House Estates
Lower Gwynedd, PA



Gwynedd Estates
Ambler, PA



Normandy Farms Estates
Blue Bell, PA



Southampton Estates
Southampton, PA



Lima Estates
Media, PA



Fort Washington Estates
Fort Washington, PA



Granite Farms Estates
Media, PA

MID-ATLANTIC REGION



The Evergreens
Moorestown, NJ



Cokesbury Village
Hockessin, DE



Country House
Wilmington, DE



Buckingham's Choice
Adamstown, MD



Fairhaven
Sykesville, MD



Heron Point of Chestertown
Chestertown, MD



Bayleigh Chase
Easton, MD



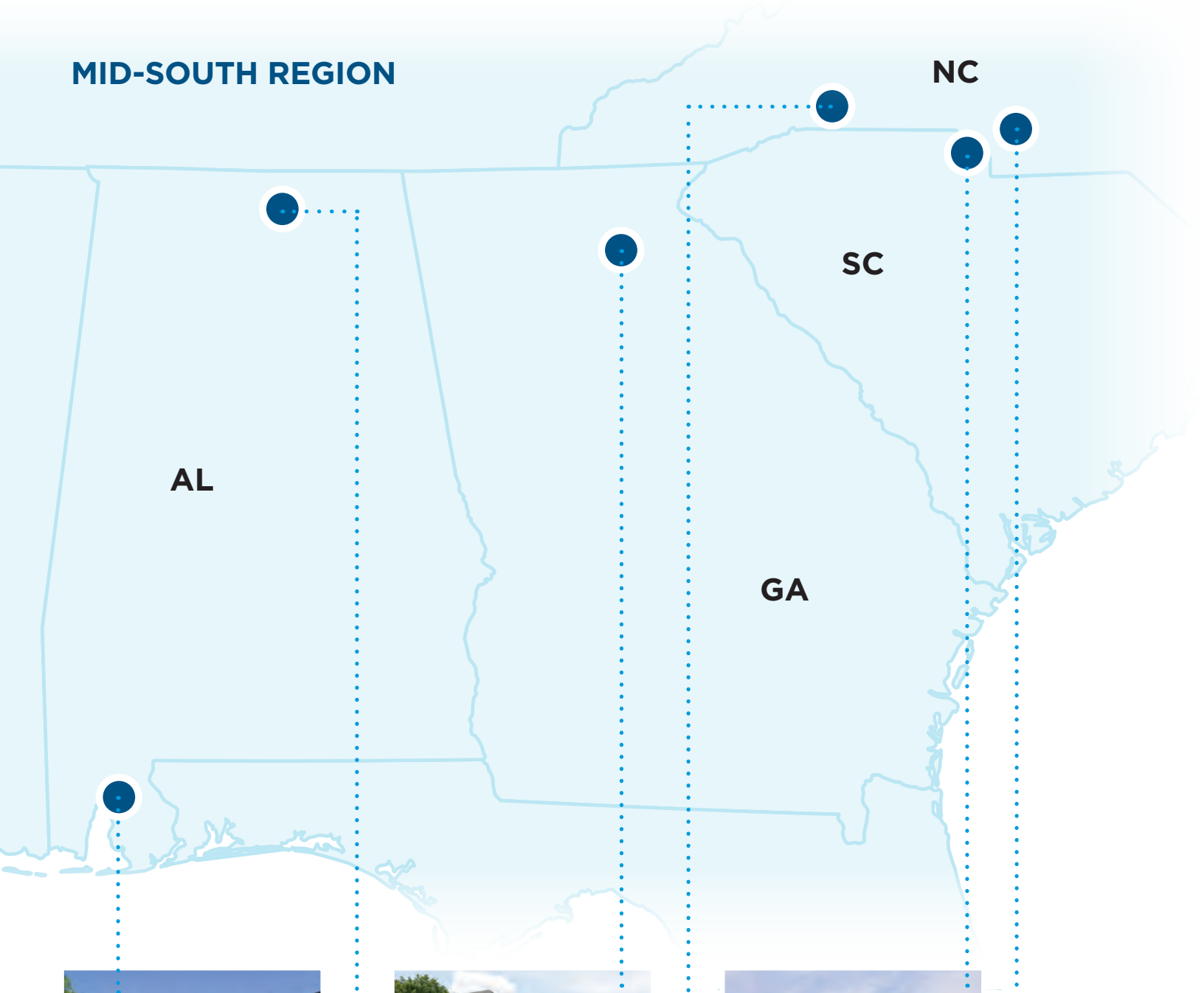
Manor House
Seaford, DE

NJ

MD

DE

MID-SOUTH REGION





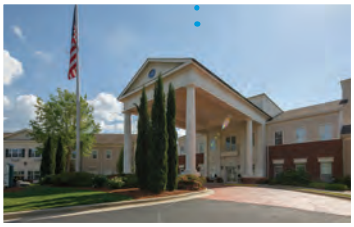
Westminster Village
Spanish Fort, AL



Lanier Village Estates
Gainesville, GA



Park Pointe Village
Rock Hill, SC



Magnolia Trace
Huntsville, AL



Tryon Estates
Columbus, NC



Matthews Glen
Matthews, NC

11,000+
RESIDENTS

28
COMMUNITIES

9
STATES

FL

SOUTHEAST REGION



Mease Life
Dunedin, FL



Azalea Trace
Pensacola, FL



The Terraces at Bonita Springs
Bonita Springs, FL



Indian River Estates
Vero Beach, FL



Edgewater at Boca Pointe
Boca Raton, FL



St. Andrews Estates
Boca Raton, FL

Acts is a not-for-profit organization pledged to the letter and spirit of U.S. policy for the achievement of equal housing opportunity throughout the nation. We encourage and support programs in which there are no barriers to obtaining housing because of race, color, religion, sex, handicap, familial status, or national origin.

EQUAL HOUSING OPPORTUNITY











Acts

Where Loving-Kindness Lives

Corporate Services Center
420 Delaware Drive
Fort Washington, PA 19034
215-661-8330

actsretirement.org