







We Listen. We Love. We Care. We Serve.

COMMONWEALTH
SENIOR LIVING

Welcome Home

Independent Living, Assisted Living & Memory Care



"Our product is our people. And our people are what sets us apart from other providers. We believe in our product and are proud of the important role we play in helping our elders age with dignity. We work hard, we care and we are not afraid to do things differently."

- Richard Brewer, Founder and Chairman, Commonwealth Senior Living

Great Place To Work.

COMMONWEALTH SENIOR LIVING

Welcome Home

Where We Came From. Who We Are.

Our History

Founded in 2002, Commonwealth Senior Living began operations with the acquisition of three communities in southeastern Virginia. Together we saw an opportunity to add value by providing extensive on-site support from our home office team, investing in the physical plants, adding Memory Care services to address an unmet need in an expanding market, and increasing the size of the communities to achieve economies of scale.

With our Home Office located in Charlottesville, Virginia, our leadership team is centrally located between every one of our senior living communities. Our entire team provides high-quality housing, personal care and comprehensive services that are responsive to the needs and preferences of residents and their families. With more than 30 communities across Virginia, Maryland, Michigan, and Connecticut; more than 2,000 associates, and over 2,700 residents, we have grown to become one of the largest operators in the Mid-Atlantic region.

About Us

Commonwealth is dedicated to providing high-quality resident care in an efficient manner. Because of our regional concentrations, and with our Home Office located within driving distance of most of our communities, we are able to maintain a collaborative environment and scale our programs and resources. We have implemented numerous programs that have resulted not only in enhanced resident care and consistent compliance with regulatory standards, but also cost savings and efficiency in operations.

While the high level of quality care we deliver is consistent, change is inevitable. Recognizing changes in our current residents, and anticipating future needs, we have added secure Memory Care neighborhood in most of our senior living communities, supported by our award-winning Sweet Memories™ program. High standards of care are maintained with the support of strong training programs, showing our dedication to investing not just in our buildings, but also in our teams.



Mission Statement

Our goal is to provide quality care to our senior population in a homelike, non-institutional atmosphere. We provide services with the dignity, respect and compassion our residents and their families expect and deserve. Our simple motto of "Welcome Home" conveys the feeling we want all residents and guests to feel when entering a Commonwealth Senior Living community.

Our Culture

Working Together for Success

Our culture is a critical part of our human capital strategy, and it is genuine. Our Core Values were developed with company-wide input, and outline the key actions we believe contribute to resident satisfaction and associate retention. Our belief is that happy residents and an engaged team result in positive business results.

Hiring people who share our same values is intentional and helps set us apart from our competition. Proudly displayed in every Commonwealth community, our Home Office, and on every Commonwealth business card, our Core Values serve as a reminder and a check and balance system to ensure that we hire the best people and make the best decisions to achieve our goals.





Our Core Values

We **care** about **people.**
I know every person's name and something about them that matters.

We **do** the **right** thing.
I hold myself accountable for making the right decisions.

We are **passionate**, have **fun** and **celebrate success.**
I make people smile.

We **speak up!** It's our **responsibility**.
I speak my mind with respect and genuinely listen to others.

We take **ownership** and **add value.**
I make it my job to improve something every day.

We are **respectful**.
I always treat my colleagues and our residents with dignity, compassion, and respect.





Recognition

We have a reputation for exceptional care and programs, and are consistently recognized by national and local organizations:

2009
- VALA's Best Practice Award: Sweet Memories™

2011
- VALA's Caregiver of the Year Award

2013
- VALA's Administrator of the Year Award

2014
- VALA's Caregiver of the Year Award
- Argentum's National HERO Award nomination

2015
- VALA's Best Practice Award: Farm-to-Table Signature Dining
- VALA Administrator of the Year Award

2016
- VALA's Caregiver of the Year Award

2019
- VALA's Caregiver of the Year Award
- Great Place to Work certification
- McKnight's Women of Distinction Award

2020
- Argentum's Best Practice Award: Microfarming program
- Great Pla=ce to Work certification
- McKnight's Women of Distinction Award

2021
- Great Place to Work certification

2022
- Great Place to Work certification
- U.S. News Best Senior Living Award

2023
- Great Place to Work certification
- Assisted Living Magazine Best in Senior Living
- U.S. News Best Senior Living Award
- Top Virginia Employers for Interns Award
- Virginia Top Retirement Communities Award

VALA ARGENTUM



Sales & Marketing

Commonwealth Senior Living takes a strategic approach to census growth by utilizing branding, marketing, and team sales training to educate, attract and move in potential residents to our communities.

- Our website is responsive, optimized for maximum visibility in search engines, and presents a superior first impression.
- Individual community social media pages attract new residents and engage them long before they move in.
- Sales Directors focus on developing strong referral relationships through external business development within their local community.
- We are committed to providing the highest level of service in the industry and investing in training to keep team members accountable to performance standards.
- Our Sales Directors are trained to take a consultative sales approach. We present ourselves as a resource to potential residents and their families, regardless of whether or not they ultimately choose to move to a Commonwealth community.



- Our Noble Selling Purpose was developed by our team and is proudly displayed at each community along with our Core Values. It reads:

We improve the lives of seniors, their families, and each other.
We Listen. We Love. We Care. We Serve.

By maintaining a strategic, multi-tiered approach to marketing, Commonwealth has achieved its position as a leader in senior living.



2024
- Great Place to Work
- Assisted Living Support Person of the Year
- U.S. News Best Senior Living Award

2025
- Great Place to Work
- U.S. News Best Senior Living Award

2026
- Great Place to Work- 8th year in a row!
- U.S. News Best Senior Living Award

Technology

Commonwealth Senior Living has succeeded in seamlessly integrating technological assistance, resulting in an efficient and dynamic corporate structure.

We continuously invest in the latest technology, systems and procedures:

- Yardi Voyager® Operating System, one of the nation's leading residential and senior living management software programs, allows home office access to all Commonwealth communities for real-time reports and information. From customer relationship management and resident care, to construction job costs and company financials, Yardi is an investment with great returns.
- Commonwealth was one of the first senior living companies to use electronic medication administration records for their residents. Today we are using Yardi Care for all of our care planning, and QuickMar for electronic medpasses. Both systems have been nationally recognized for their ease of use and quality reporting.
- We implemented business intelligence software, which connects data across our entire organization and brings it into one intuitive platform. This allows quick visualization of data, creates dashboards, helps us identify best practices, and sets notifications on important changes in our business – all in one real-time platform.
- We have the technological infrastructure in place to meet changing demands of our market, including:
    - Building-wide Wi-Fi coverage and high-speed Internet access.
    - State-of-the-art emergency response systems throughout all of our communities.

Our IT department is fully conversant with all aspects of websites, IP telephony, and other communications and customer relationship management systems.

Commonwealth University: Talent Development Program

Investing in our associates is one of the most important things that we do. The cost of turnover – not only in our bottom line but also in resident satisfaction – makes our focus on hiring, training, retention, and associates well-being a driver of our financial success. We have designed training programs for associates at all levels.

- Jump Start (New Associates Orientation) — This orientation program was designed to help new associates adjust to their new position and work environment, and to instill from the start a positive work ethic. With a goal of reducing turnover and associated costs, our comprehensive new associate orientation has been implemented at all Commonwealth communities.
- Onboarding Excellence — We believe training and onboarding new leaders effectively is critical to success. Each functional department has a dedicated Onboarding Specialist who visits new leaders in their first few weeks to provide hands-on training and orientation to help them learn our company standards.
- Peer Mentor Program — This program continues the department head training beyond the first few weeks. Peer mentors provide support, encouragement, and information to their new peer during their first 90 days and beyond. Peer mentors understand the ins and outs of Commonwealth Senior Living and know how to be successful; they can give advice on day-to-day work/expectations, timelines, professional protocol, etc. They are also experts in their specific role; ideally, they serve as both personal and professional support for the peers they mentor.



- Home Office Foundations — Home Office Foundations is CSL's onboarding program for all new community leaders who join or are promoted in our organization. This day-and-a-half program allows new leaders to meet with the entire management support team based in our Home Office, and hear how the home office can and will support them in their role. Leaders introduce themselves and their teams and outline what tasks they are responsible for within CSL. They profile interacting with a new director and what standards they expect from each leadership role. Attendees leave with an expanded knowledge of the organization and a clear understanding of how communities interact with the home office.
- Advanced Microlearning Opportunities - CSL is committed to continuous growth and development, which is why we offer microlearning opportunities both internally and externally. Microlearning delivers focused, bite-sized learning modules that are easy to digest and integrate into busy schedules - tailored for adult learners. Internally, our teams benefit from on-demand learning that enhances their skills and keeps them at the forefront of industry best practices. This approach ensures that learning is accessible, relevant, and immediately actionable, empowering everyone to thrive.
- EDIT – Executive Director in Training — The EDIT program is designed to prepare individuals to become Commonwealth Senior Living Executive Directors. The program places our new executives on a well-defined career path. Through a combination of classroom instruction and on-the-job experience, they are able to learn from the best – our seasoned leaders in each functional area: regional leaders and Executive Directors – and to use this knowledge as the foundation for a highly fulfilling career. They also develop valuable skills while absorbing the company culture.

Our people are our product. Many companies say their people come first, but Commonwealth always operates on this premise. From hiring and orientation to training and ongoing leadership development, we have implemented Signature programs to back it up.

- We hire the best focusing on CORE values
- We orientate with Jump Start
- We train with CSL University
- We develop with Developing Growth *(Executive Director Development)*, Microlearning, Top Talent Academy, and EDIT

JUMPSTART Commonwealth Senior Living

COMMONWEALTH UNIVERSITY Stay Close, Go Far!

EDIT EXECUTIVE DIRECTOR IN TRAINING Commonwealth Senior Living







Signature Programs

Life Enrichment: Engage | Enjoy | Enhance

Commonwealth's programs are designed to engage residents in community activities and with each other, facilitating the social, emotional and physical well-being of each resident. We put together our programs by taking cues from residents' backgrounds and existing interests so they'll engage in every activity. The ultimate goal is to enhance residents' lives – building confidence and giving them a greater sense of purpose.

Virtual Reality (Mynd Immersive) Imagine being able to revisit the street you played on as a child from the comfort of the home you live in as an adult. This is the beauty of the virtual reality experience for our residents. Mynd Immersive headsets allow our residents to fly in an airplane, walk through a flower garden, play with a room full of puppies, or sing holiday carols on a snowy street in New England - all from their own suite. This evidence-based technology offers the sensation of being out on an adventure which has positive health benefits such as increased attention and improved motor skills and orientation. Not to mention it is really, *really* fun!

Sing Fit This digital therapeutic music platform provides lyrics and cues to allow engagement in song while improving treatment outcomes. Led by our certified instructors, our residents are able to fully participate in hearing their song of choice. Not only does this program improve cognitive engagement, it increases energy, promotes relaxation, improves mood, and reduces any anxiety with memorization of the words. We love being able to see our residents sing their hearts out!

Program of Fine Arts Nearly everyone, at some point in their lives, has participated in the fine arts. They may be a musician or a lover of music, a dancer or a ballet enthusiast. Maybe they come alive as a writer or as an avid reader of classic literature. Through the Program of Fine Arts, we engage or re-engage those who have a long history of creative pursuits, by offering a fine arts program that includes; creative writing, art, dance, theatre, music and literature.

Travel the World This unique program takes our Commonwealth Senior Living residents on new and exciting adventures to discover our world. During the year, each month takes us to a different location to experience the sights, sounds, tastes, and culture of our destination.

TSOLife Understanding who our residents are and where they come from allows us to interact with them in ways that are both positive and meaningful to the residents, their families, and our team. TSOLife is a complimentary communication tool we use which allows families, residents and the Resident Programs team to stay connected no matter where they are. With the use of TSOLife, messages can be sent, pictures uploaded and music or videos can be shared. Families can also communicate directly with the Resident Programs team and receive pictures and videos through TSOLife message by logging into their own TSOLife account.



Our Promise to Veterans

We believe the sacrifices our veterans and their spouses have made bring with them certain benefits which should make their golden years easier. With this in mind, we offer assistance with a partnering elder law attorney to obtain their VA Aid and Attendance benefit. We honor them on our Wall of Valor, celebrate their service with military honors, and we offer them a two-year rate lock.

Signature Programs

We have implemented successful programs that have made us a leader in our industry, resulting in enhanced resident care and satisfaction, high associate engagement and retention, and, ultimately, respectable financial results.

Care and Wellness

Commonwealth's Care and Wellness program is designed to ensure every resident receives the best possible care while also honoring personal preferences. Our care planning software, Yardi Care, helps us identify an individual's specific needs, develop an Individualized Service Plan for them and ensures we are charging appropriately for the care that they are receiving.

At Commonwealth, we diligently track rehospitalization rates and clinical outcomes in order to tailor our care around preventative measures and the specific needs of our residents who have hospital stays. This becomes a valuable resource to our clinical partners, who are a major source of referrals to our communities. Most importantly, we provide better health for our residents by keeping them out of the hospital.

Our use of Electronic Medication Administration Records (QuickMar) streamlines the process of administering and documenting medications for our residents and reduces the risk of medication errors occurring.

SilverSneakers® A fitness and wellness program for that provides access to exercise classes, and health-focused activities designed to help seniors stay active, strong, and socially connected.







*Sweet Memories™**

Commonwealth's award-winning memory care program was specifically designed to deliver the highest quality of care to residents experiencing Alzheimer's disease and other dementias. From the design of our warm, homelike communities, to the on-site care teams and signature programs, everything is done to ensure residents and their family members have the best experience possible.

Life Kits Engaging our residents in meaningful ways often means simply sitting down and interacting with them. Our Life Kits contain objects, photographs and memorabilia that are multi-sensory and that our caregivers use to help stimulate the resident's mind and senses and to engage them in reminiscing activities.

Life Stations Life Stations exist throughout our communities, designed to engage residents in scenarios that are familiar to them, including working in a simulated office and caring for infants in a nursery.

Memory Boxes Residents suffering from Alzheimer's and dementia can become easily disoriented and feel they are lost. Memory Boxes, located at the doors to all apartments, are designed to hold photos and memorabilia the resident can easily identify with and help them feel at home.

Sweet Melodies Music touches each of us like nothing else can. Our Sweet Melodies Program brings familiar lyrics and toe-tapping tunes to our residents. Through the use of headphones and music playlists specific to each individual, we help create positive and happy moments to keep the smiles coming and their hands clapping.

Expressions When verbal skills begin to fail, art can become a means of self-expression for residents. Conversational prompting stimulates memories which residents can interpret using a variety of mediums, including painting.



Special Touch Warm scented towels are presented to each resident prior to meals. At lunch, the towels are scented with citrus oil to awaken the taste buds and promote appetite. In the evening, they are scented with lavender to sooth residents and promote a restful night's sleep.

Family and Caregiver Resources From our monthly support groups to our Sweet Memories™ Education Center lending libraries, we are focused on supporting caregivers and families.

Zinnia TV Research-driven, thoughtfully paced video content curated to align with each individual's cognitive abilities, helping make dementia care more engaging, meaningful, and manageable. Available to stream on connected TVs or mobile apps.

Signature Dining

Community-style dining engenders warmth, security and a feeling of belonging. These daily opportunities for social interaction between residents encourage friendships. Residents' nutritional needs are met through home-cooked meals featuring fresh, local ingredients and regional cuisine. All of our menus are certified by a registered dietitian and are designed to meet the nutritional needs of seniors while providing a delicious and delightful culinary experience.

Fresh is always best, and Commonwealth Senior Living takes pride in supporting local farmers and businesses. 85% of our produce and many of our other products and ingredients are procured from local growers, when possible. We have the ability to adjust our menus to meet special dietary requirements and resident abilities, and our team takes the time to do so.

Residents who live in our Sweet Memories™ Memory Care communities experience the same fine dining experience, adapted to their needs and abilities.

*Farm-to-Table** We partner with local farmers to ensure we serve only the most nutritious locally grown produce for fresh, flavorful meals and a delicious dining experience. For residents, supporting the local farmers is reminiscent of their own Victory Gardens, signifying self-reliance and taking pride in the success, strength and sustainability of our local community.

Today from the Bay Our reach extends beyond farms right into local waters. Today from the Bay brings fresh, locally harvested seafood right to our kitchens. We partner with area fisherman for seafood that is caught right here in the waters of Virginia. Direct from the boats, right to our tables, this seafood is fresh and full of flavor.



Fresh Baked Breads Imagine waking up to the smell fresh baked bread each morning. Our residents do! They enjoy wonderful, fresh baked pastries, rolls and breads at each meal thanks to our dedicated chefs.

Babylon The installation of Babylon's hydroponic Micro-Farms™ at select Commonwealth communities has expanded our goal of providing residents with the freshest ingredients possible.

Dining Delights This program introduces unique events, coordinated by our Dining Services Team and Resident Program Directors, for our residents and families. It highlights our dining team's culinary skills at least once each month with a theme focused on local, regional, national, or international events.

F'Real Smoothies & Shakes Made-to-order smoothies and shakes for our residents. F'Real offers residents the joy of tasting freshly made smoothies and shakes with fresh fruits and toppings just the way they like it.

**Winner of the Virginia Assisted Living Association's Best Practice Award for going above and beyond the norm in standards of care.*

Our Journey

We Started
with 3 communities:
CSL Churchland House, CSL Gloucester House, and CSL King's Grant House

2002

2003
First Memory Care Opens
CSL Gloucester House and CSL Churchland House

2004
Acquisition
CSL Leigh Hall

2005
Acquisition
CSL Hampton and CSL Kilmarnock

2007
Creation
of original Sweet Memories™ Memory Care program

2008
Pioneer
CSL becomes first Assisted Living provider in Virgina to implement electronic medication administration

Expansion
Opening of Memory Care at CSL Georgian Manor and CSL Christiansburg (first in SWVA)

Acquisition
CSL Georgian Manor, CSL Radford, CSL Christiansburg, and CSL Hillsville

2010
Expansion
Memory Care opens in CSL Radford and CSL Hillsville

2012
Acquisition
of CSL The Ballentine, CSL Farnham, and CSL Front Royal

2013
Acquisition
CSL Cedar Bluff, CSL Abingdon and CSL South Boston

2014
Innovation
Culture Audit results in the creation of CSL's CORE Values Statement and Noble Selling Purpose

Expansion
Memory Care opens at CSL Abingdon, CSL King's Grant House, and CSL Farnham

Acquisition
CSL Chesterfield and CSL Charlottesville

2015
Expansion
Memory Care opens at CSL Front Royal, CSL Leigh Hall, and CSL The Ballentine

Acquisition
CSL The West End







2016

Acquisition/ Expansion
CSL Williamsburg was acquired and Assisted Living and Memory Care opened

Expansion
Opening of Memory Care at CSL The West End

Acquisition
CSL Stratford House

2017

Innovation
Introduced our Promise to Veterans Program

Expansion
Addition of Memory Care at CSL Stratford House

2018

Acquisition
CSL The Eastern Shore

Expansion
Addition of Assisted Living at CSL Chesterfield

2019

Expansion
Addition of Memory Care at CSL The Eastern Shore

2020

Acquisition
CSL Cedar Manor

Expansion
Addition of Independent Living at CSL The Eastern Shore, and Assisted Living at CSL Abingdon, CSL South Boston, and CSL Front Royal

2021

Acquisition
CSL Salisbury

2022

Acquisition
CSL New Baltimore, CSL Grand Rapids, and CSL East Paris

Expansion
Addition of Memory Care at CSL Cedar Manor, and Memory Care and Assisted Living at CSL Salisbury

2023

Acquisition
CSL Manassas and CSL Haddam

Expansion
Addition of Assisted Living and Memory Care at CSL Salisbury

2024

Acquisition
CSL North Byron, CSL Bon Air, and CSL the Devonshire

Expansion
Addition of Memory Care at CSL Manassas and addition of Cottages at CSL Salisbury

Innovation
Introduced our TSOLife Program and F'Real Smoothies & Shakes Signature Program

2025

Innovation
Introduced Journeys

Expansion
Addition of Memory Care at CSL North Byron and CSL The Devonshire







Your Future

Leadership Team



Richard J. Brewer
Founder and Chairman

Richard started in Assisted Living over 20 years ago with a family-owned company that opened the first Assisted Living community in Virginia. Working in a small company, in an industry that was new to Virginia, he was involved in all aspects of the business. This experience proved to be instrumental in the success of Commonwealth Senior Living as it led to the design and implementation of CSL's strategic growth plan.

Understanding the roles resident satisfaction and associate engagement play in an organization's long-term success, Richard brought together a team of professionals to focus on these key areas. This strategy has allowed Commonwealth to capitalize on the opportunities of acquiring existing real estate then implementing strategic operational changes, adding services, and renovating and expanding the communities to achieve superior financial results. Richard developed CSL through acquisitions, financings (HUD, FNMA, FREDDIE, CMBS and Conventional), renovation and expansion projects, and strategic dispositions.

Richard graduated from James Madison University. He currently serves on the board of the Charlottesville Albemarle Technical Education Center, and previously served as Vice Chair of the Virginia Assisted Living Association and Treasurer for the Jefferson Area Board for Aging.

The diverse backgrounds of our senior leadership team, coupled with over a collective century of senior living experience, bring spirited debates to the conference room, dynamic results, and unified support to the field.



Earl Parker
President and Chief Executive Officer

With more than 35 years of experience in hospitality and senior living, Earl has dedicated his career to redefining excellence in care and operational innovation. As the Chief Executive Officer and President of Commonwealth Senior Living, Earl provides strategic direction, leadership, and support to ensure CSL continues to set the standard in senior care across the nation.

Prior to joining CSL, Earl played a pivotal role in the leadership and growth of two major senior living owner/operators – Kisco Senior Living and Bell Senior Living – where he was instrumental in expanding their reach and impact. His entrepreneurial spirit led him to establish and lead The ELMS Group, a management company focused on delivering exceptional care and business success in senior living. Earl's leadership has directly influenced the successful acquisitions of more than 65 senior living communities, supporting over 100 communities nationwide.

A proud graduate of UNC Chapel Hill's Kenan-Flagler Business School, Earl holds an MBA in business leadership, complemented by a B.S. in Hospitality Management from Johnson & Wales University. His expertise and commitment to the industry extend beyond his executive roles – he currently serves on the Argentum board of directors and is actively engaged with VALA, NIC, ASHA, and previously NCALA as a board member.



Kristy Ruppe Craddock
Chief Sales & Marketing Officer

Kristy has over 20 years experience in sales and marketing leadership within the senior living industry. She has successfully lead many sales teams throughout her career encompassing Independent Living, Assisted Living, Memory Care, and CCRCs. She distinguishes herself by building top performing sales teams, designing compelling sales training, and developing of sales analytics which have led to increased sales performance and revenue. Kristy has enjoyed building her experience in various markets and states from coast to coast, having worked for two other national organizations.

Kristy received her Bachelor of Science from the University of North Carolina at Greensboro with a focus in Gerontology and Hospitality. Throughout her career, Kristy has been an active volunteer with the Alzheimer's Association, local Senior Advocacy and Service organizations, serving in a variety of leadership capacities.



Jack Burt
Chief Operating Officer

With nearly 20 years of experience in senior living and multi-site operations leadership, Jack has built a strong reputation for driving operational performance, strengthening organizational culture, and improving financial outcomes. As Chief Operating Officer at Commonwealth Senior Living, Jack provides strategic oversight and leadership across all communities, partnering closely with leaders at every level to align field execution with enterprise strategy and deliver measurable results.

Prior to joining Commonwealth Senior Living, Jack served as Senior Vice President of Operations, Senior Housing at MedCore Partners in Dallas, Texas, where he played a key role in enhancing portfolio performance and supporting growth initiatives. Over the course of his career, he has held leadership roles with several prominent organizations including Benchmark, Horizon Bay, Brookdale, Senior Lifestyle, and Senior Living NOI, gaining extensive experience across a wide range of operational environments.

Jack began his career in senior living as an Executive Director in Training at Emeritus Senior Living. Since then, he has developed deep expertise in managing complex operational scenarios, including community turnarounds, renovations, lease-ups, and stabilized assets. His comprehensive understanding of both operations and investment strategy enables him to drive improvements while supporting thoughtful capital deployment across Independent Living, Assisted Living, and Memory Care communities.

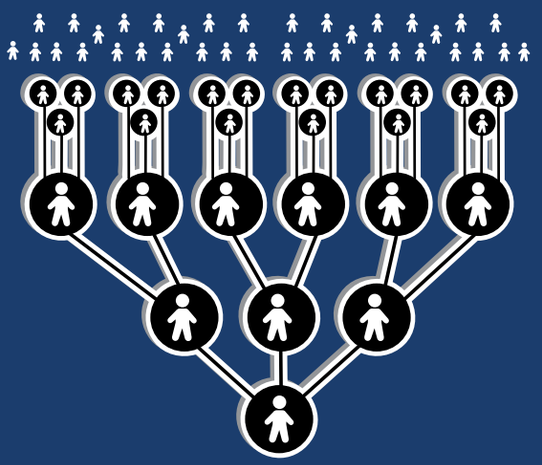
At Commonwealth, Jack is focused on developing and supporting top talent, enhancing the resident and family experience, and building a high-performing organization grounded in a strong, values-driven culture. A committed servant leader, he believes that exceptional outcomes for residents and families begin with empowered teams and a clear, people-first approach to leadership.

Operational Excellence

Commonwealth operates in a collaborative model, one that combines a highly talented Home Office and regional team with experienced frontline leaders.

Management Style

Flipping the organizational chart upside down, we firmly believe all Home Office and regional management positions exist to support the services provided at our communities, and ultimately that the associates providing care to our residents are our most important assets.



Our Home Office support teams work with on-site community management to ensure high-quality housing, resident care, and comprehensive services — responsive to the needs and preferences of both residents and their families — are delivered 24 hours a day, 365 days a year.



Stephanie Pfingsten | *Senior Vice President Resident Care, BSN, RN, CDP*

With over 26 years of distinguished leadership in senior living, Stephanie combines clinical expertise, strategic vision, and operational excellence in her role as Senior Vice President of Resident Care at Commonwealth Senior Living. Since joining Commonwealth, she has been a catalyst for elevating care quality and improving resident outcomes.

A dynamic change agent, Stephanie drives care excellence and sustainable revenue growth while advancing innovative care and wellness initiatives and strengthening partnerships with investors, physicians, and vendors. She has led strategies that optimize clinical operations, ensure regulatory compliance, and support occupancy growth across a multi-state portfolio. Her visionary leadership has built a resilient clinical foundation centered on personalized care, rigorous quality standards, and forward-thinking risk management and wellness frameworks.

Stephanie's broad multi-state experience and deep understanding of diverse senior populations make her a trusted authority in continuous quality improvement and best practice integration. She inspires teams to unite around a mission of compassionate care aligned with operational success.

Stephanie holds dual bachelor's degrees —a B.A. in Psychology and Human Development/Family Studies from the University of Missouri-Columbia, and a B.S. in Nursing from the University of Missouri-St. Louis. A Certified Dementia Practitioner, she actively contributes to the senior living field through the Argentum Clinical Excellence Roundtable, ASHA, Women in Leadership mentorship, and other healthcare associations.



Joshua Rivera | *Senior Vice President of Operations*

With over 18 years of dedicated experience in senior living, Joshua brings a deep-rooted passion for senior care, operational excellence, and leadership development to Commonwealth Senior Living. His journey began in high school as a concierge, an early introduction to senior living that sparked a lifelong passion. Throughout his career, Joshua has advanced through a variety of roles that have shaped his holistic understanding of community operations, including Human Resources, Assisted Living Coordinator, Business Office Manager, Executive Director, and Regional Director of Operations. His grassroots foundation and strategic mindset enable him to lead with both empathy and efficiency, ensuring high-quality care and consistent operational performance across the communities he supports.

Joshua holds a Bachelor's Degree in Business Management from Western Governors University and has earned executive certifications from Harvard Business School and the Cornell SC Johnson College of Business. His commitment to lifelong learning informs his leadership philosophy – one that fosters growth, cultivates talent, and empowers teams to exceed expectations.



Amber Turner | *Senior Vice President of Human Resources*

Amber Turner is a passionate and strategic HR leader who currently serves as the Senior Vice President of Human Resources at Commonwealth Senior Living. Since joining CSL in 2012 as an Accounts Payable Specialist, Amber has grown through the ranks by building deep relationships, driving change, and championing a culture where associates feel seen, supported, and inspired.

In her role, Amber provides executive leadership for all human resources functions across CSL's communities. She leads efforts in employee relations, leadership development, talent acquisition, compliance, and engagement — with a focus on aligning people strategy to organizational goals. She is widely recognized for her servant leadership style and her ability to bridge the gap between frontline associates and senior leadership.

Amber is especially proud of launching Pineapple People Praise, CSL's signature associate recognition program that ties daily excellence to core values and rewards team members in meaningful, tangible ways. She also played a key role in transforming CSL's onboarding experience with Jump Start and has significantly reduced turnover in business office roles through targeted development and support.

Amber holds a Master of Science in Human Resource Management and a Bachelor of Science in Business Administration. She is also certified as a Professional in Human Resources (PHR) and a SHRM Certified Professional (SHRM-CP).



John McGrath | *Senior Vice President of Accounting*

John McGrath is a graduate of University of Notre Dame, with a bachelors in Business Administration and Finance. He is a long-time Charlottesville, Virginia resident and has experience as a Senior Accountant, Corporate Controller, Director of Finance, and Chief Financial Officer.

Community Locations

The majority of Commonwealth Senior Living communities are conveniently located throughout the Commonwealth of Virginia. Our home office is located in Charlottesville, within a four-hour drive of any of our Virginia communities. This regional concentration allows for a collaborative environment and enables us to scale our programs and resources.

		Independent Living	Assisted Living	Memory Care	State
★	Commonwealth Senior Living Home Office, Charlottesville				VA
1.	Commonwealth Senior Living at Churchland House		●	●	VA
2.	Commonwealth Senior Living at Gloucester House		●	●	VA
3.	Commonwealth Senior Living at Kings Grant House		●	●	VA
4.	Commonwealth Senior Living at Leigh Hall		●	●	VA
5.	Commonwealth Senior Living at Hampton		●	●	VA
6.	Commonwealth Senior Living at Kilmarnock		●	●	VA
7.	Commonwealth Senior Living at Georgian Manor		●	●	VA
8.	Commonwealth Senior Living at Radford	●	●	●	VA
9.	Commonwealth Senior Living at Christiansburg	●	●	●	VA
10.	Commonwealth Senior Living at Hillsville		●	●	VA
11.	Commonwealth Senior Living at The Ballentine		●	●	VA
12.	Commonwealth Senior Living at Farnham	●	●	●	VA
13.	Commonwealth Senior Living at Front Royal		●	●	VA
14.	Commonwealth Senior Living at Cedar Bluff		●	●	VA
15.	Commonwealth Senior Living at Abingdon		●	●	VA
16.	Commonwealth Senior Living at South Boston		●	●	VA
17.	Commonwealth Senior Living at Chesterfield		●	●	VA
18.	Commonwealth Senior Living at Charlottesville	●	●	●	VA
19.	Commonwealth Senior Living at The West End		●	●	VA
20.	Commonwealth Senior Living at Williamsburg	●	●	●	VA
21.	Commonwealth Senior Living at Stratford House	●	●	●	VA
22.	Commonwealth Senior Living at The Eastern Shore	●	●	●	VA
23.	Commonwealth Senior Living at Cedar Manor		●	●	VA
24.	Commonwealth Senior Living at Salisbury	●	●	●	MD
25.	Commonwealth Senior Living at New Baltimore		●	●	MI
26.	Commonwealth Senior Living at Grand Rapids		●	●	MI
27.	Commonwealth Senior Living at East Paris	●	●	●	MI
28.	Commonwealth Senior Living at Haddam		●	●	CT
29.	Commonwealth Senior Living at Manassas		●	●	VA
30.	Commonwealth Senior Living at North Byron		●	●	MI
31.	Commonwealth Senior Living at Bon Air		●	●	VA
32.	Commonwealth Senior Living at the Devonshire	●	●	●	VA

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Association & Memberships

To keep on top of industry trends, statistics, best practices and changes in technology, and to advocate for positive growth and support for our industry, Commonwealth Senior Living and members of its leadership team are regular participants in both local and national senior living organizations, including:

alzheimer's association®

ARGENTUM

ICAA

asha

VALA

NIC

Map not to scale.

Continued Growth

We continue to look for opportunities to grow our organizational footprint, to care for more people, to provide outstanding employment opportunities and to deliver a return to our investors.

By identifying strategically attractive communities in the Eastern United States, Commonwealth has been able to grow entirely through acquisitions and expansions. From day one, we have believed in investing resources in our existing communities. Renovations strengthen a community's position in its marketplace, and the addition of memory care services, where not already available, expands the market and offers a continuum of care for residents. Expanding the capacity of our communities provides economies of scale, greater financial stability and growth opportunities for the associates who work in them.



Commonwealth is a well-capitalized, financially stable company. We have the team and systems in place to ensure a smooth transition of new communities into our portfolio. Our geographic concentration and organizational structure allows us to make decisions quickly and respond to changing industry and market trends. We provide support and direction to our on-site team on critical areas of operations such as capital improvements, liability issues, environmental and regulatory issues. We perform utility analysis, manage contracts and conduct on-site quality assurance programs. We ensure that our communities are staffed with a cohesive team focused on creating the best living environment for our residents.



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