



Duncaster



2024 *Year in Review*

2024 Board of Directors

Dear Friends of Duncaster,

As we reflect on 2024, we are especially proud to celebrate Duncaster's 40th anniversary—a milestone that invites us to honor our past while envisioning a bright and evolving future. For four decades, this community has been shaped by people whose dedication, compassion, and vision have made Duncaster a remarkable place to live and work.

This year also brought the challenges and successes that accompany major expansion and renovation. While there were ups and downs along the way, our commitment to growth has never wavered. Together, we continue to strengthen our campus, enhance the resident experience, and position Duncaster for the decades ahead.

Thank you for your trust, partnership, and enduring support. It is because of you that Duncaster's story—past, present, and future—remains so strong.

With gratitude,

Kelly Papa, President & CEO

As we reflect on 2024, this has been a pivotal and inspiring year for Duncaster—a year marked by both celebration and meaningful transition. In May, we proudly commemorated our 40th anniversary with a joyful gala, honoring the remarkable legacy of excellence that has defined Duncaster since its founding and reaffirming our bright path forward.

Following extensive and thoughtful planning, we submitted a comprehensive proposal to the Town of Bloomfield for the development of new independent living apartments and cottages, along with substantial enhancements to our existing campus. The public hearing process began in January, and after months of careful deliberation, our plans received approval in June. This milestone represents an essential step toward elevating the Duncaster experience for current and future residents.

At the same time, interest in our community continued to grow. Many individuals from the broader Hartford area took the opportunity to learn more about Duncaster, with many choosing to place deposits and begin their journey toward joining our vibrant community. Despite legal appeals that require refiling the plans for eventual approval, life at Duncaster is exciting and forward-looking.

Duncaster continues to thrive. Guided by a cohesive team of accomplished leaders, we remain deeply committed to engaging our residents and the wider community in ways that foster fulfillment, purpose, and connection. This shared commitment is what makes Duncaster such a special place for older adults to live and flourish.

While health considerations require me to step down from the board, I do so with immense pride in all that we have achieved together over the past ten years. With a strong leadership team and a focused vision, the organization is set to achieve continued success. I am confident that Duncaster will continue to build on its solid foundation and reach new heights in the years ahead.

With deep appreciation,

JDS, Board Chair

Chibueze Okey Agba
(May 2022)

Frank Barrett

Carol Barry

Brian Clemow

Yvonne Renee Davis

Nancy Dean

Carol Guardo
(October 2022)

Annie Hildreth

Lenworth Jacobs

Irmgard Klee

R. Frederic Knauft

Deborah Koltenuk

Kelly Papa
President & CEO
ex-officio

Sally Richter
ex-officio

Philip Schenck

John Shulansky

Marie Spivey

John Wheat

Tom Wood

Leadership Team



**John Shulansky,
Board Chair**

John Shulansky, a Certified Dementia Practitioner, has decades of experience in senior living and geriatrics, including more than 10 years as a partner of EldersChoice of Connecticut. He has extensive business and community experience as a member of and consultant to governing boards, C-suites and nonprofits, along with serving as an elected official and entrepreneur.



**Heather Stanton,
Vice President of Resident Services & Community Life**

In her role, Heather Stanton specializes in creating a culture of active aging. She has worked in the field for the last 19 years and has presented nationally on building active cultures across the continuum, as well as incorporating yoga and movement into leadership development.



Kelly Papa, President & CEO

Kelly Papa, MSN, RN, has extensive experience in aging services, including as a director of nursing and a clinical educator, in addition to being a national consultant to dementia care and leadership development programs. Kelly has researched, published and presented on topics that include building learning organizations, creativity in staff development, person-centered care, dementia care, leading change and leadership development.



**Joseph Tedone,
Vice President of Human Resources**

Joe Tedone, PHR, SHRM-CP, brings over 15 years of leadership experience in human resources. Most recently, he was vice president of human resources at the Wheeler Clinic, where he focused on HR systems, benefits, talent development, training and employee relations.



**Ami Desai,
Chief Operating Officer**

Ami Desai has over 25 years of executive leadership experience in senior living, health care management and clinical operations, as well as a background in operations/strategic planning, program development, quality initiatives and hospital/physician relationships. She supports the daily community life of independent living residents and also serves as administrator of the Caleb Hitchcock Health Center at Duncaster.



Marc Zirolli, Vice President of Sales & Marketing

Marc Zirolli has over 10 years' experience in the continuing care/Life Plan community industry, with a focus in marketing and independent living Life Plan contracts. In anticipation of Duncaster's expansion, Marc brings added experience in construction and renovations, having endured a previous repositioning and expansion project of nearly 70 new independent living apartments.



**Robert Leake,
Chief Financial Officer**

Rob Leake brings over 30 years of health care finance experience serving Connecticut's senior community in various settings — from hospitals to multi-entity corporations. Most recently, Rob served as CFO at Hebrew Senior Care in West Hartford. Prior to being there, he was the director of finance and executive director of hospital services at Masonicare.

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Golf Tournament

Each year, participation in our charitable golf tournament supports the delivery of programs, services and educational opportunities to residents and staff, and supplements the Community Outreach Fund which supports local not-for-profit social service organizations that do critical work to support the health and vibrancy of Bloomfield.

We extend our gratitude to the management and staff of **Wintonbury Hills Golf Course** for their help in making our 2024 tournament such a success.

We would also like to thank the following **sponsors** for their very generous support:

Diamond Sponsors

Brannack Electric
Butler Landscape & Equipment
Carpetworks
I & D Home Solutions
J.P. Carroll Roofing
Otis Mechanical

Gold Sponsors

M&T Bank
Shipman & Goodwin

Silver Sponsors

Assured Partners
C.E. Floyd Company
OneDigital
OnePoint Partners
Shiman Partners
Ziegler

Corporate Sponsors

Assured Partners
Constitution Group of
Wells Fargo Advisors
CT Computer Service, Inc.

D. Sayadoff Paint & Decorating
Hartford Healthcare
MatrixCare
RLPS Architects

Hospitality Sponsor

Aladco Linen Services

Putting Green Sponsor

Fiducient Advisors
Fuss & O'Neill
Geriatric Medical
Jay's Landscaping

Tee Sponsors

Always There Home Care
CLA (CliftonLarsonAllen LLP)
Jeffrey & Nancy Hoffman
Raintech Sound & Communications
Sheehan Hilborn Breen Funeral Home
Suburban Pharmacy
Valley Fish Company
Varsity
Workers' Compensation Trust



Annual Charitable
Golf Tournament
In Honor of Jeff Fournier
September 26, 2024



Donors

2024 was a tremendous year at Duncaster as we celebrated our 40th Anniversary. Over the years, Duncaster has grown through the generosity of so many residents and friends who are committed to our mission. When donors make a charitable gift to support the work of the Duncaster Foundation, they identify themselves as an enduring part of the Duncaster family for generations to come.

With much appreciation, the **Duncaster Foundation** acknowledges the following donors during 2024:

Caleb Hitchcock Health Center Fund

Austin & Lynne Carey
Steve & Judy Eckhouse
Donald Hunt
Bill & Kitty Moeller
Richard & Madelaine White

Duncaster Enhancement Fund

Emily Becton
Austin & Lynne Carey
Joyce Falkin
Tony and Anita Ferrante
Linda Gerber
Phyllis Pierson
Lousie Sutton
Ruthan Wein

Employee Education Fund

Cindy Abrams
Sally Allen
Austin & Lynne Carey
Joe & Mary Cosgrove
Joyce Falkin
Tony & Anita Ferrante
Robert Finch
Norma Fishman
Janet Foisie
Rob & Niki Fowler
Linda Gerber
Carol Guardo
Norman Hausmann
Ann Hotchkiss
Maxine Kates
Irmgard Klee
Meredith Libbey
Carl & Julie Lindquist
Howard & Sheila Mark
George & Joan McGauley
Townsend & Caroline Mink
Beatrice Mitlak
Marianne Mueller
Phyllis Pierson
Michelle Press
Ben & Jacqueline Sachs
Anita Satriano
Betty Schulman

Ruth Shulansky
Jane Springer
Marilyn Stockton
Jacqueline Werner
Kanani Bell & Susan Williams

Employee Fund

Victoria Aleandri
Midge Becker
Emily Becton
Austin & Lynne Carey
Rob & Niki Fowler
Lance & Irma Keller
Townsend & Caroline Mink
Phyllis Pierson
Benjamin & Jacqueline Sachs
Ruth Shulansky
Jane Springer
Marilyn Stockton

Endowment Fund

Roxanne W. Beardsley Trust
Austin & Lynne Carey
Nancy Dean
Tony & Anita Ferrante
Rob & Niki Fowler
Herbert Hershenson
George & Joan McGauley
Amy Silverman

Harlow Savage Dementia Research Fund

Vida Barron
Fran Beckerman
Austin & Lynne Carey
George & Roberta Glass
Howard & Sheila Mark
Bill & Kitty Moeller
Phyllis Pierson

Hubbard Fund

Austin & Lynne Carey
Theresa Levine
George & Joan McGauley
Phyllis Pierson
Amy Silverman
Jane Springer

“Successful fundraising involves planning from a donor-centered perspective. It requires relationships that are more than just transactional but transformational. For your commitment to the future of Duncaster, I am very grateful. I am also grateful to our dedicated staff whose hard work every day contributes so much to the quality of life in our community.”

— Kelly Papa
President & CEO



Library Fund

Sally Allen
Fran Beckerman
Emily Becton
Frances Blumenthal
Louis & Gertrude Brown
Joe & Mary Cosgrove
Richard & Nancy Dudenhofer
Sydney & Donna Epstein
Robert Finch
Norma Fishman
Jane Gannon
Jay & Marianne Goldman
Harvey & Lee Goodfriend
Estelle Laschever
Meredith Libbey
Paul Marianella
Howard & Sheila Mark
Beatrice Mitlak
Phyllis Pierson
Jane Springer
Marilyn Stockton
Sue Wilson

Music & Program Fund

Cindy Abrams
Boyce Batey Living Trust
Emily Becton
Austin & Lynne Carey
Robert Connell & Michelle Duffy
Tony & Anita Ferrante
Robert Finch
Tom Corrigan & Carol Forte
Jonathan & Cornelia Hall
Maxine Kates
Estelle Laschever
Thelma Livingston
Theresa Levine
Bill & Kitty Moeller
Phyllis Pierson
Dale & Sally Richter
Elaine Savarese
Jane Springer
Marilyn Stockton
Louise Sutton

President's Fund Gala & Capital Campaign

Cindy Abrams
Okey Agba
CliftonLarsonAllen LLP
Jean Amara
Arnold Amstutz

Frank Barrett
Robert Beal
Robin Bergman
James & Joan Betts
Frances Blumenthal
Brannack Electric, Inc.
The Butler Company
Vicenzo Carannante
CarpetWorks
JP Carroll Roofing
C.E. Floyd Company
Lisa Clark
Brian Clemow
Fran Cobb
CT Comp
Bill Dadlani
Erik Dalen
Yvonne Renee Davis
Nancy Dean
Diana Delgado
Ami Desai
Amenta Emma Architects
Tony & Anita Ferrante
Robert Finch
Rhona Free
Mark Garilli
Bob & Leigh Goode
Lisa Greene
Lux Bond & Green
Carol Guardo
Hartford HealthCare
Annie Hildreth
Jeffrey & Nancy Hoffman
Ann Hotchkiss
I&D Home Solutions
Lenworth Jacobs
Jay's Landscaping
Irmgard Klee
Deborah Koltenuk
Petronella Lair
Janet Lamenzo
Robert Leake
Carl & Julia Lindquist
Margaret Lawson
LiveWell
Marcus Communications
Howard & Sheila Mark
Michelle & Ewelina McDade
Michael Michigami
Bill & Kitty Moeller
Michael & Ann O'Brien
OneDigital
Mary Porcello
The Orchards
at Southington
Otis Mechanical
James & Kelly Papa

Kristin Pellegrino
Dale & Sally Richter
RLPS Architects
Keith Robertson
Jose Sanchez
Anita Satriano
D. Sayadoff & Company
Philip Schenck
Joan Shapiro
John Shulansky
Ruth Shulansky
Skip & Jo Sly
Tina Sparrow
Marilyn Stockton
Janet Stott & Arthur Pembleton
Tom Ragonese
Louise Sutton
Joe Tedone
Beverly Thomas
Barry Tomlinson
Zachary Tracey
Dan Tracy
Jon-Paul Venoit
Roy Wedeles
John & Karen Wheat
Whitney Center
Jacqueline Werner
Marc Zirolli
Heather Zoeller

Residents Assistance Fund

Sally Allen
Vida Barron
Carol Barry
Midge Becker
Betty Cronin
Steve & Judy Eckhouse
Joyce Falkin
Rob & Niki Fowler
Jane Gannon
Hartford Foundation for Public Giving
Bill & Kitty Moeller
Phyllis Pierson
Ruth Rohrbacher
Anita Satriano
Eli & Vera Simon
Beverly Thomas
Ronald Yungk

Restricted Funds

Frances Blumenthal
Ann Bucknam
Sara Cole

Joyce Falkin
Bob & Sue Fisher
Tom Corrigan & Carol Forte
Carolyn Fowler
George & Joan McGauley
Arlene Parmelee
Michelle Press
Ronald Schwartz
Skip & Jo Sly
Sue Stanley
The Shulansky Foundation

Unrestricted Fund

Susan Aller
Jenefer Berall
Walter Bernkopf
Tom & Ellen Brydges
Kenneth Butler
Brian Clemow
Sara Cole
Maureen Coleman
Nancy Compton
Donald Davidson
Mary Ann Downes
Robert Connell & Michelle Duffy
Joyce Falkin
Bob & Sue Fisher
Norma Fishman
Shirley Geer
Bob & Leigh Goode
Harvey & Lee Goodfriend
Herbert Hershenson
Marcia Hincks
Richard Humphreys
Roberta Kaufman
Gretchen LaBau
Irene McCabe
Arlene Parmelee
Bob Raymond
Dale & Sally Richter
Keith Robertson
Peter & Lynn Russell
Ben & Jacqueline Sachs
Mary Sargent
Ronald Schwartz
Ruth Shulansky
Skip & Jo Sly
Charlotte Sornborger
Janet Stott & Arthur Pembleton
Louise Sutton
Roy Wedeles
Tom Wood
The Lancaster Group, LLC
Marilyn Woodruff

Planned Giving

The following generous donors have made gifts to Duncaster through their will or other formal estate planning designation. They form an enduring part of the Duncaster family. We are proud to recognize them as members of the **John G. Rohrbach Planned Giving Society**.

Anonymous (1) *	Patricia Fitt *	Edith Ogden *
Anonymous (2) *	Carolyn & Ed* Fowler	Ann Randall *
Anonymous (3) *	Richard P. Garmany *	Philip & Catherine Reynolds
Anonymous (4) *	Annette Gillette *	Sali* & John* Riege
Anonymous (5)	Robert & Lee Goode	Margaret Rochford *
Anonymous (6)	Melissa Hanson *	Harriet Ruggles *
Sara Barroll *	Dorothea Hawley *	Harlow Savage, Jr.* & Ruth Savage *
Boyce Batey* Living Trust	Frances Hennessey *	Dorothy Steinhauer *
Roxanne W. Beardsley* Charitable Trust	Ovide & Helen Hogaboom *	James Torrey & Lilly Biscoe Torrey *
Judith Brainerd *	Frances Holmes *	Edward Tumarkin
Lyman Brainerd *	David Hubbard *	Judith Wawro
Jean Brown *	Charles Kaman *	Helen Wills *
Sarah Butler *	Janet Krogh *	Helen G. Waterman* Trust
Brian Clemow	Marie Kyle *	Barbara Woodruff *
John M.K. & Mignon Foederer Davis *	Sylvia Leven *	
Louise Detrick *	Harriet MacGuinness *	(*Deceased)
Eva C. Frankfurt *	Berta Merriam *	

Duncaster Giving

2024 Donations

Foundation Gifts:	\$398,513
Annual Appeal Participation Rate (Residents)	82%
Annual Appeal Participation Rate (Board)	100%

Other Fundraising Activity

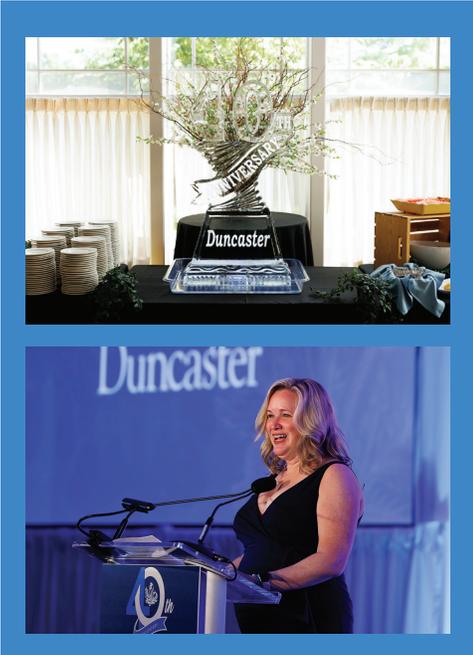
Richard P. Garmany Fund Grant	\$50,000
16th Annual Golf Tournament (net proceeds)	\$88,627
Total Fundraising Activity	\$537,140





Celebrating 40 Years of Community:

A Night to Remember at Duncaster



40th Anniversary
Celebration
June 13, 2024



On June 13, 2024, Duncaster proudly celebrated its 40th anniversary—a milestone that not only honored our legacy but also showcased the heart of who we are: a community built on **Communication, Collaboration, Culture, and Compassion**.

Planning the gala was a true testament to the strength of our community. Teams from every department came together with a shared purpose—to create an unforgettable evening that reflected the spirit of Duncaster. From the earliest planning meetings to the final dance of the night, the event was a shining example of what we can accomplish when we work together.

Collaboration, one of our core values, was at the heart of every decision. Staff, residents, contractors, and volunteers all played a role, each bringing their unique perspective and dedication. The result was more than just a successful event—it was a celebration of unity and shared purpose.

Throughout the planning process, we touched on all Four C's:

- **Communication** kept everyone aligned and informed.
- **Collaboration** brought departments together in meaningful ways.
- **Culture** was reflected in every detail, from the décor to the entertainment.
- **Compassion** was evident in the care and thoughtfulness poured into every guest experience.

The evening itself was magical. A warm and welcoming social hour set the tone, followed by a beautifully prepared dinner. Laughter, conversation, and joy filled the room as guests danced the night away, celebrating not just 40 years of Duncaster, but the vibrant, caring community we've built together.

This anniversary reminded us that our greatest strength lies in our people. When we come together with shared values and a common goal, there's nothing we can't achieve.

Here's to 40 years of excellence—and to the many more milestones we'll celebrate, together.



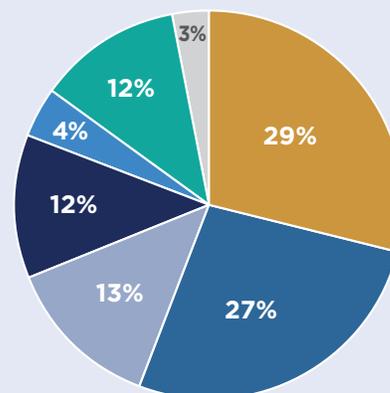
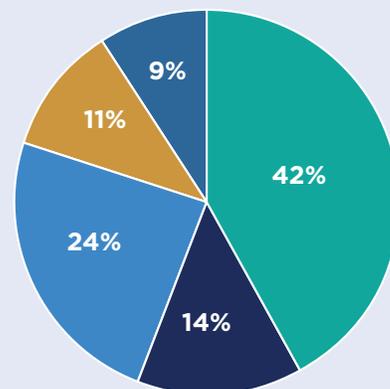
Financials

Revenue **\$32,784,000**

Resident Service Fee Revenue	\$13,706,000
Earned Entrance Fees	\$4,440,000
Health Center Revenue	\$8,035,000
Assisted Living Revenue	\$3,652,000
Other Income	\$2,951,000

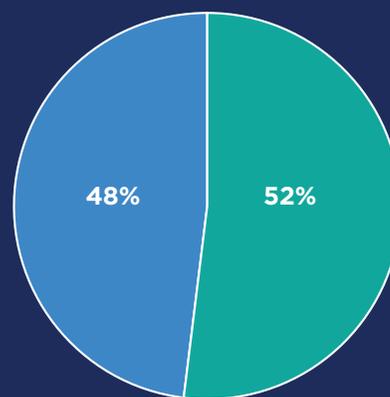
Expenses **\$34,738,000**

Medical & Other Resident Care	\$9,938,000
General & Administrative	\$9,392,000
Building & Grounds	\$4,573,000
Food Service	\$4,178,000
Housekeeping	\$1,320,000
Depreciation & Amortization	\$4,335,000
Interest	\$1,002,000



Philanthropic Impact **\$908,000**

Gifts to The Duncaster Foundation	\$469,000
Gifts to Duncaster, Inc.	\$439,000



Change in Unrestricted Net Assets **\$219,000**

Income/(Loss) from Operations	(1,954,000)
Net Realized Gain/(Loss) on Investments	\$585,000
Change in Net Unrealized Gain/(Loss) on Investments	\$1,677,000
Change in Future Service Obligation	-
Change in Interest Rate Swap Obligation	(89,000)

*Thank you
to all our donors
and supporters!*





Duncaster

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