

# WakeRobin

**2021 ANNUAL REPORT**

# WHAT'S IN A NUMBER?

**W**ell, in the case of Wake Robin, and this inaugural Annual Report, there's quite an exciting story to tell. Financially, we have weathered the COVID pandemic very well. There were increased costs, but some federal financial aid helped us support our staff and cover direct pandemic expenses. The year 2021 ended with another small surplus. Our occupancy is strong, and we anticipate hitting 94% by summer's end. We find people eager to move into the Wake Robin community after yet another long winter of COVID. Two years on, people are very tired of the isolation and want built-in ways to commune with others in a safe environment. We've noticed an interesting switch from a majority of folks moving in *from* Vermont to a majority of folks moving in from out-of state. Either way, we love welcoming these new residents.

This place is literally buzzing with activity. The bees are back and our team of resident apiarists is nurturing those hives, while the rest of us eagerly anticipate Wake Robin Honey for sale in the gift shop! The maple sugaring season has come and gone. A total of 40 gallons of syrup were produced by our faithful resident sugaring team. We have 44 raised beds bursting with flowers and early vegetables. The weekly Farmers' Market has just started again on our front porch. The infamous Wake Robin Tag Sale came back after a two-year hiatus. Dare I say we are slowly "getting back to normal"? I hope this Annual Report informs, and even surprises you a little. This is a unique community, deeply committed to our core values of Community, Difference, Environmental Stewardship, Balance, and Humor. We are proud of how we live these values daily, in how we spend our time, and how we spend our money. I hope you enjoy the read.

**Martha Maksym**  
Wake Robin CEO / President



*Wake Robin's mission is to create a sustainable dynamic community that honors both mutual support and independence and addresses the health and wellness of each resident.*

*Our core values connect our past to our future.*

- Community
- Difference
- Environmental Stewardship
- Balance
- Humor

# A MESSAGE FROM THE BOARD CHAIR

The last two years have brought immense challenges to Wake Robin in the form of a global pandemic. Even today, all our living, working, and planning continues to be done against a backdrop of COVID health and safety concerns. This Annual Report would be incomplete without a sincere thank you to all our residents, staff, and leaders who helped to keep our community safe – from making masks to using onsite grocery delivery; from embracing Zoom visits with friends and family to enthusiastically participating in events held out of doors. These contributions made real and meaningful differences in the lives of our residents and staff. Thank you!

I'm pleased to report that the Corporate Board was able to make meaningful progress on several fronts during this past year. Two specific achievements of note include bringing increased financial stability to Wake Robin for years to come through a well-timed bond refinancing, and increasing resident voice in our processes through the establishment of the Opportunity & Planning Committees' Resident Advisory Group. Together, these actions strengthen Wake Robin through both its finances and its people.

Of course, there is much still ahead for Wake Robin – identifying future opportunities that will further strengthen the organization, developing new strategies to recruit and retain highly-talented and caring staff, and exploring technologies that position our residents and staff to thrive in an ever-increasingly digitized world. All the while remaining focused on our core values and practices designed to foster meaningful community connections.

I am grateful for the outcomes achieved this past year and am confident about the strength of Wake Robin's future.

Katie Hawley  
Corporate Board Chair

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*"Doing new things keeps you from going stale, keeps you from getting complacent. I want to keep doing new things for as long as I can, and I think Wake Robin is a very good place to do that."*

– Steve, Resident of Wake Robin for 9 years.



## BOARD OF DIRECTORS

Tara Banks	John Maitland, Vice-Chair
Sarah Billings-Berg	Steven Schonberg
Dolly Fleming	Sarah Tischler
Janice M. Gallant, M.D.	Bill Truex*
Rosalyn Graham	Sarah Webster
Katie Hawley, Chair	Brigette White
Joan Lenes	Art Wright

### Emeriti

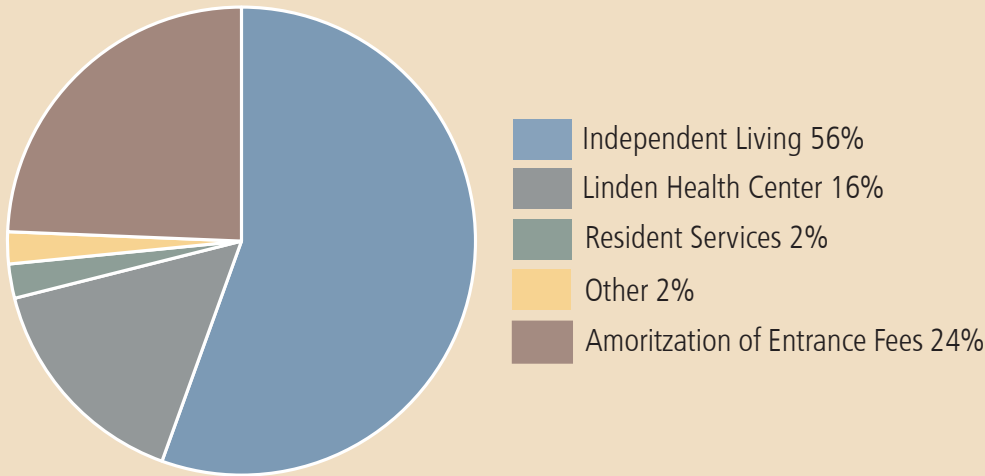
Debby Bergh	Gretchen Morse
Thomas Campbell	Patty Motch
Michael Furlong	David Provost
Kate Lampton	



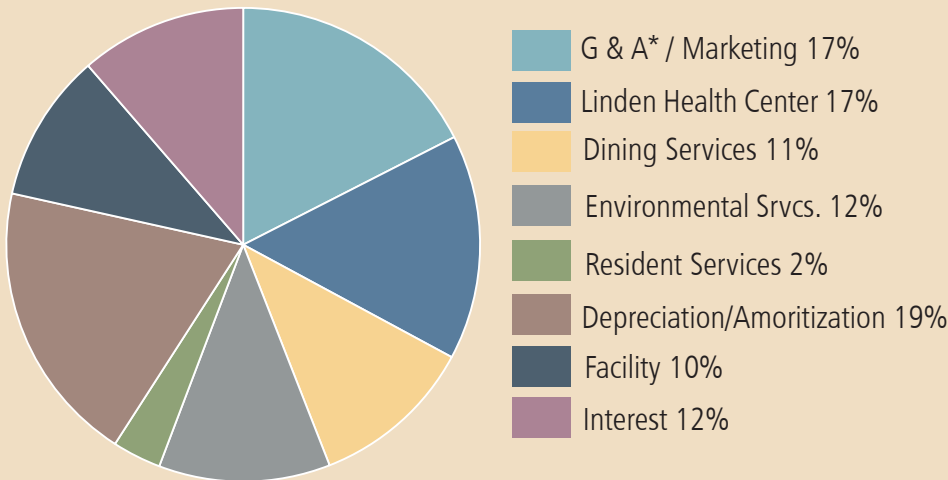
\* Deceased

# THE FINANCIAL PICTURE

2021 Revenue  
(\$30,136,959 audited)



2021 Expenses  
(\$29,333,248 audited)



*Wake Robin is a vibrant, resident-driven community with a commitment to exceptional care and services, a deep appreciation of our environment, and a lifestyle that embraces aging. Established as a non-profit, 501(c)(3) corporation in 1984, Wake Robin welcomed it's first residents in 1993 to its Shelburne, Vermont campus.*

Fundamental to our financial health is the balance of resident revenues and resident expenses over the continuum of care. Re-investment in our facility that complements emerging trends in the senior living industry creates an environment of independent living. Contributing to our operational achievements and 5 Star rated health care facility, is the commitment of our dedicated staff.

	2021	2020	Industry Average	
Debt Service Coverage	2.71	2.20	1.74**	* General and Administrative
Days Of Cash On Hand	514	400	386**	** Based on Zeigler's Financial Ratio Medians for Not-For-Profit CCRCs, single site communities.
Independent Living Occupancy	93%	90%	87% ***	*** Based on Ziegler's Fourth Quarter Life Plan Community Occupancy Stats

# FROM THE RESIDENTS' ASSOCIATION

The founders of Wake Robin envisioned a life care community reflecting the interests of its residents. Thirty years later, the evolution of our community culture is clearly resident-driven. Representing those interests, the Wake Robin Residents' Association (WRRRA) has rededicated itself to initiate and govern activities that enrich our lives and add to the vibrancy of the community. The WRRRA is, in a sense, the "voice" of the people who choose to make Wake Robin home.

What have we done recently? In keeping with the wide variety of avocations of our resident population, we strive to offer something for everyone. Recent accomplishments include the building of a permanent pickleball court! Our interest in music runs the gamut from attending concerts to performing in resident ensembles. Members of the community are working with dining staff to address acoustical issues and make the dining experience more enjoyable. We continue to enhance our natural environment, and we take an active role by creating and maintaining recreational trails year-round. Other resident groups enjoy book discussions, gardening, fiber arts, studio art, and a literary magazine, to name a few. For the policy-minded, we have a climate action task force, a racial justice study group, and a recycling committee. We constantly seek input from residents to support the experience of an active life here, both physically and intellectually.

Matthys Levy  
WRRRA President

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*"What I was looking for was a philosophy of doing with, rather than doing for. To me, there's a world of difference. If you're doing for, you're seeing people as helpless. If you're doing with, you're seeing people as having rich backgrounds, skill sets, and approaches to life. For me, that's what Wake Robin offers."*

– Sally, Resident at Wake Robin for 14 years.



## WAKE ROBIN BY THE NUMBERS

- 32 Founding Committee Members
- 404 Wake Robin residents
- 136 acres in Shelburne, Vermont
- 250 independent living cottages/apartments
- 98 private homes in the Linden Health Center
- 224 Wake Robin employees
- 70 pets in residence (35 cats, 34 dogs, 1 parrot)
- 48 weekly Cup of Conversations (community meetings with CEO)
- 50 organized resident driven committees/activities
- 4000 volumes in the Jean Connor Library
- 44 raised garden beds
- 2 tennis and 1 pickleball court
- 345 taps in the Wake Robin sugarbush
- 40 gallons of syrup produced in the sugarhouse
- 10 beekeepers caring for approximately 50,000 honeybees
- 40 children's desks created/donated by the woodshop
- 4.5 miles of resident-maintained walking trails
- 125 resident furniture repairs by the woodshop
- 3000 daffodils planted throughout campus
- 3 months of front porch farmers' markets
- 75.6 tons of recycling achieving a 60% recycling rate
- 171.46 tons of food scraps composted
- 90% of campus has LED lighting
- 86 wooded acres under forestry plan
- 40% of food served is locally sourced or organic
- 17 % of electric produced from solar purchase agreement
- 60 staff members participated in carpool program
- 315,000-gallons of hot water saved by use of ozone for disinfection
- 11-acre meadow following local "No Mow May" program for pollinators
- 39-ton reduction of our carbon footprint by use of ozone technology

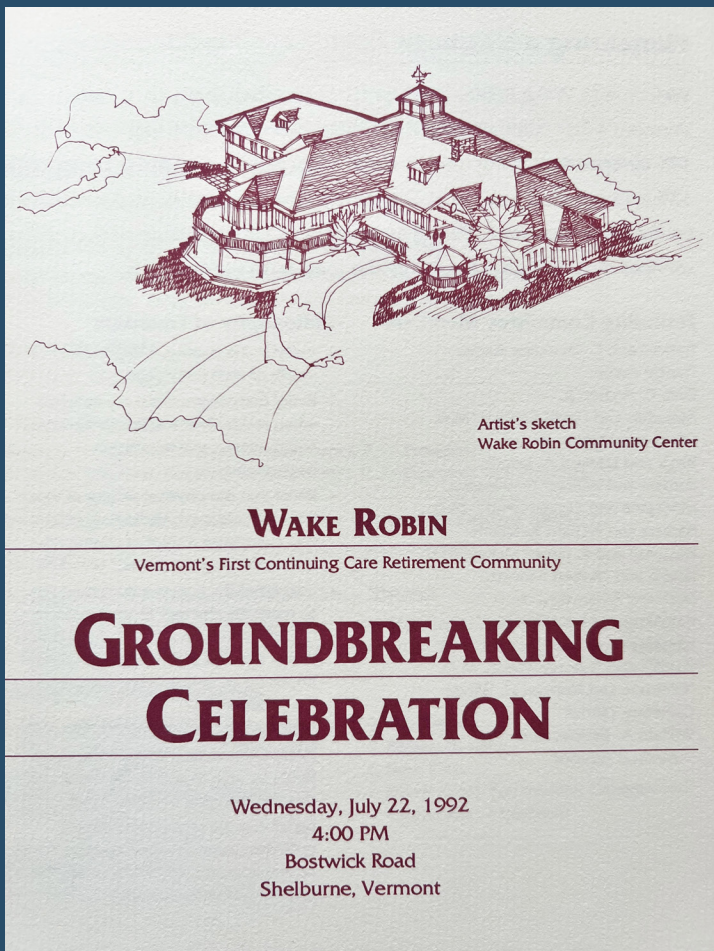




200 Wake Robin Drive  
Shelburne, VT 05482  
wakerobin.com



Request Return Delivery



# 30 YEARS AGO...

On July 22, Wake Robin celebrates the 30th anniversary of our groundbreaking ceremony. Amazingly, the first residents moved in just one year later.

That Wednesday in July of 1992 was perfect for an outdoor event. At 4:00 pm the sky was mostly clear with light winds out of the south, and a comfortable temperature of 73 degrees.

The ceremony included remarks, the requisite hard hat and shovel moment, and a lot of bubble blowing. About 350 guests attended the event under a tent in the meadow. The excitement for the project ahead is evident in the photos of all those smiling faces.

In the months ahead we'll remember the three decades of Wake Robin's existence as Vermont's first Life Plan Community that began on that summer day, all those years ago.