



Judee M. Bavaria
President & CEO

Judee M. Bavaria is President and CEO of Presby's Inspired Life (Presby), a not-for-profit, faith-based ministry that provides continuing care and affordable housing to seniors throughout the Greater Philadelphia area. With a net operating revenue (2012) of \$74,828,799.00 Presby serves 3,000 seniors within 31 communities. Judee joined the multi-site ministry as Chief Operating Officer in July 1999 and, in January 2005, was appointed President and CEO.

Prior to joining Presby, Judee was Corporate Compliance Officer and Vice President of Operations for Lutheran Services Northeast, a multi-site social ministry in Northeastern Pennsylvania. She also served in a variety of leadership capacities for the Commonwealth of Pennsylvania's Department of Public Welfare.

Judee's leadership at Presby is marked by significant strides in meeting the critical need for affordable housing for economically-disadvantaged seniors. During her tenure, the affordable housing ministry has grown from 12 communities in 1999 to 27 today, in both sponsored and managed sites.

Judee's achievements also include the execution of several strategic plans to expand and improve Presby's continuing care communities so that they may better meet residents' evolving needs. Her progressive oversight of capital improvement initiatives for existing communities, as well as the development of new communities, has enabled increased viability for the organization, setting the stage for its continued growth and securing its place in the senior living market.

Judee's example as an accomplished leader has led other organizations to seek her expertise. She currently serves as Board Chair of Catholic Senior Housing and Healthcare Services in Allentown, PA; Co-chair of the Leadership Circle of the American Association of Homes and Services for the Aging (AAHSA); member of AAHSA's Nominating Committee; previous member of the Pennsylvania Association of Non-Profit Senior Services (PANPHA) Board of Directors; and frequent presenter at various state and national senior living conferences. She also holds the honor of being selected from among her state-wide peers as the 2007 PANPHA Leader of the Year.

A Registered Nurse and licensed Nursing Home Administrator, Judee also holds a B.S. in Secondary Education from East Stroudsburg State University and an M.S. in Rehabilitation Counseling from the University of Scranton. She is a graduate of Misericordia Hospital School of Nursing.



Cynthia E. Hoffman
**Executive Vice President
and Chief Financial Officer**

Cindy Hoffman is Executive Vice President and Chief Financial Officer (CFO) for Presby's Inspired Life (Presby), a role she assumed in May 2006. In this capacity, Cindy leads the Finance, Information Technology and Materials Management disciplines and a staff of 27 professionals. Cindy is responsible for managing \$75 million in annual revenues from the management of 31 communities that are home to more than 3,000 older adults. These communities include four market rate communities, including two CCRCs, and 27 managed and sponsored affordable housing sites. Cindy also handles \$340 million in net assets, including \$127 million in cash and investments.

Notable hallmarks in Cindy's tenure at Presby include the successful 2009 procurement of \$55 million in financing for a comprehensive repositioning project at Presby's Rydal Park CCRC; the attainment of a Fitch investment grade rating (BBB-) in 2010 - a first in the organization's history - ; the 2010 refinancing of \$40 million in Variable Rate Demand Bonds (VRDB) with fixed rate bonds; the refinancing of one of Presby's HUD 202s with tax credits to generate \$12 million for a significant refurbishment; the leadership and the development of organizational Strategic Plans that called for improvements in physical plants and the standardization, process improvement and updates of systems that provided for enhanced organizational efficiencies; and the implementation of a five-year IT Strategic Plan.

Cindy has been a frequent conference presenter at the local, state and national levels with such prestigious organizations as Ziegler and Sims, LeadingAge and LeadingAge PA.

Prior to joining Presby, Cindy served as Senior Vice President of Finance for Diakon Lutheran Social Ministries, an organization with communities in Pennsylvania, Maryland and Delaware. In addition to her leadership of the Finance function, Cindy led evaluation and financial modeling for new ventures and acquisitions, working with lenders and overseeing the due diligence process. Before joining the senior living industry, Cindy worked for two for-profit healthcare companies headquartered in Mechanicsburg, PA.

A graduate of Shippensburg University, Cindy holds a B.S. in Business Administration.



Jennifer Kappen
**Vice President of
Finance**

Jennifer Kappen is Vice President of Finance for Presby's Inspired Life. In this capacity, Jennifer provides leadership in identifying strategic goals and solutions to financial challenges and opportunities for Presby. In doing so, she directs all aspects of accounting and financial reporting, including financial statements, key metrics reports, analysis, budgeting, quarterly reporting, audits, 990's, and disclosure statements. Jennifer also oversees the centralized billing office. Jennifer joined Presby in December 2008.

Prior to joining Presby's Inspired Life, Jennifer was Director of Business Development and Financial Planning at Diakon Lutheran Social Ministries, Mechanicsburg, PA, a non-profit organization that offers senior living communities and a range of services for children, youths, families and older adults throughout Pennsylvania, Maryland and Delaware. Prior to that position, Jennifer was Senior Associate at PricewaterhouseCoopers, LLP in Harrisburg, PA.

Jennifer holds a Bachelor of Science Degree in Business Administration from Shippensburg University, Shippensburg, PA, and a license as a Certified Public Accountant in the Commonwealth of Pennsylvania.

Jennifer is a member of the Pennsylvania Institute of Certified Public Accountants (PICPA).



Vdhi Anderson
Executive Director,
Affordable Housing
& Land Development

Vidhi Anderson is Executive Director of Housing & Land Development, a new and critical leadership post designed to advance Presby's affordable housing offerings.

Vidhi is responsible for directing the development of new affordable housing projects, including applications, acquisitions and new construction. She also directs and manages construction projects and real estate actions, as well as analyzes and facilitates the refinancing and renovation of existing projects.

Vidhi was most recently Vice President of Development with Diamond and Associates, a Philadelphia-based real estate consultancy firm specializing in affordable housing, tax credits and community revitalization and development initiatives.

Vidhi holds a master's degree in city and regional planning with a concentration in community and economic development from the University of Pennsylvania, and a bachelor's degree in architecture from the School of Planning and Architecture in New Delhi, India.

Vidhi's exceptional real estate project management skills and strong knowledge of the complex affordable housing process, particularly tax credits, make her an invaluable asset to the Presby's Affordable Housing Ministry.
Pennsylvania.



Bill Canteen

**Executive Director of
Affordable Housing**

Bill Canteen is Executive Director of Affordable Housing at Presby's Inspired Life (Presby). In this capacity, Bill leads the development, leadership and management of Presby's Affordable Housing Program, which currently consists of 25 sponsored and managed housing sites throughout Philadelphia and in Wilmington, Delaware, with several more in the development stage. Having joined Presby's Inspired Life in June 2009, Bill was previously Assistant Director of Affordable Housing.

Prior to joining Presby, Bill was Regional Manager for Pennrose Management Company, a Philadelphia-based developer of Tax-Credit, U.S. Department of Housing and Urban Development (HUD) and market rate properties in Philadelphia, New Jersey and New York. Prior to that position, Bill was District Property Manager for the Marlton, New Jersey-based Interstate Reality Management Company, where he managed 15 HUD Section 8 and Tax Credit sites, totaling 1,807 units.

Bill holds a Bachelor of Science Degree in Economics and Business Administration from Benedict College, Columbia, South Carolina. He is certified as a Housing Credit Professional, as well as an Assisted Housing Manager.