



October 27, 2017

Dear Kendal Resident,

Signs of the holiday season are beginning. As we prepare for the season, it is also an opportunity to express appreciation to the staff at Kendal who enrich our lives and provide services to us all year long. There are so many wonderful staff who support us and meet our needs: meals prepared and served; housekeeping and laundry; cottage upkeep, including emergency responses; health care; and other services I know you can add to this list.

Please take time to reflect on the many contributions of hardworking staff at Kendal at Oberlin and consider a contribution to the **Staff Holiday Fund**.

The November Staff Holiday Fund Appeal and the June Staff Vacation Fund are two opportunities each year for residents to say a special “thank you” to our staff. Direct tips, which might be construed as favoritism or conflict of interest are not permitted throughout the Kendal systems. Funds received are distributed to staff who we see daily and those behind the scenes vital to our support but less visible to us. Our contributions are divided among eligible staff through a formula based on hours worked and length of employment at Kendal. Department heads and administrative management do not share in the Fund.

It is important to understand that Kendal’s wage scale is at, or slightly exceeds that for similar personal health and care centers. But it is still low compared to that which many of us would regard as a “living wage”. A few staff and their families qualify for food stamps and other poverty-supplement programs.

The Staff Holiday Fund will be open for your contributions from **Friday, October 27 to Friday, December 1st**. Your tax-deductible contribution should be placed in the marked box at the front desk during regular staff hours. **Checks should be made out to Kendal at Oberlin and clearly marked on the memo line, “Staff Holiday Fund”**. Each gift will be acknowledged to the donor but kept anonymous in all reporting.

Please respond as generously as you are able, to show our deep appreciation to our staff for dedicated and loyal service.

Sincerely,

Ann Francis, KORA President