

Making the most *of* retirement *at*

SPRINGMOOR
LIFE CARE RETIREMENT COMMUNITY



Annual Report
2022

Not-For-Profit • Financially Stable • Family Owned & Operated

August 2023

Dear Friends & Supporters,

I can hardly believe how much progress Springmoor has made since March 2020. The beginning of that year was, of course, only the start of Covid's enormous impact on our industry, state, nation, and world. We have adjusted and have had the opportunity to rethink many aspects of life at our community. It is safe to say most of us have a new respect for preventing the spread of germs through hand washing and other strategies.

I am delighted that, slowly but steadily, we are returning staffing to pre-Covid levels. We have created new job definitions, provided pay raises, and implemented a variety of creative solutions to encourage folks to come back to work. Pay increases—on top of the very high inflation we saw in 2022 and continue to see in multiple areas—have reset some expense items that will have a lasting impact.

Writing about 2022 as it recedes in the rearview mirror encourages me to focus on new ideas and continue to develop innovative approaches to shape how Springmoor will develop in 2023 and beyond. As I look back at the past four decades, it is apparent that many things have changed and that serving residents is quite different than it was in the 1980s.

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At the same time, the basic values, primary principles, and greatest strengths of the Springmoor community have remained consistent over the years. Members of the management team tend to concentrate on big picture areas such as programing and service packaging. However, as I walk around Springmoor and talk to residents and staff, I recognize that helping each resident live their best life depends largely on high-quality day-to-day interactions with staff and other residents.

Technology continues to change quickly and have a greater impact on how we communicate and complete daily tasks. All of us, including those over 65, have embraced a variety of forms of technology, and we want all residents to benefit from technology that enhances life at Springmoor.

Recently, two staff members with long tenure retired—one after 38 years and the other after more than 24 years. At the retirement functions honoring these individuals, it was rewarding to witness the tears, the emotions, and the amazing strength of the relationships that our employees have with each other. A passion for providing resident-centered care ties all staff together. Though some team members interact only infrequently, they are connected by their commitment to kindness and maximum effort on behalf of residents. The common twinkle in their eyes reveals a pride in their work that all share.

I stay very pleased with our marketing efforts. We have remained over 98% full for most of the years we have been open, and again in 2022, we added to our waitlist. We have championed the Continuing Care Retirement Community (CCRC) concept for many years. A licensed CCRC puts in place many components that may become necessary to folks as they age and change. What used to be an unfamiliar phrase to most is now almost common knowledge. Providing various levels of living options on one campus addresses preferences today, while covering needs in the future as they arise.

Thank you to all our board members, residents, family members, and staff for your tremendous love and support that make Springmoor the exceptional place that it is.

Sincerely,

David W. Ammons
Chief Executive Officer



August 2023

Dear Friends,

I am proud to share that 2022 was an extremely busy and successful year for Springmoor, despite the long-lasting impact of the pandemic. As the health effects of Covid subsided, a workforce crisis emerged. The retirement living industry was hit hard, and health care and hospitality were the two industries with the most unfilled jobs during the crisis.

Most jobs at Springmoor and other retirement communities are included in these two categories: nurses, CNAs, housekeepers, transportation, concierge services, and dining services. I am happy to report, however, that we welcomed 167 new employees to the Springmoor family in 2022 and experienced a lower turnover rate than in 2021. This speaks volumes about our dedicated and tenured staff, who believe so intensely in our mission and are loyal to Springmoor.

Our marketing efforts were also successful. We welcomed 46 new residents to our Springmoor family, received deposits, and added future residents to our waitlist. This is a testament to our legacy of providing excellent quality of life for all residents for more than 38 years.



Our chaplains, life enrichment staff, and wellness team members are responsible for Pathways, and they provide the best services a resident could ever receive.

I wanted to highlight two additional areas: Our Pathways program and staff promotions and achievements. Our chaplains, life enrichment staff, and wellness team members are responsible for Pathways, and they provide the best services a resident could ever receive. In 2022, life enrichment created an outdoor concert series on our newly constructed stage. The series featured bluegrass and oldies bands and even a solo performance by a Springmoor staff member. Our chaplains continued their mission of spiritual wellness through reoccurring worship services, book studies, discussion groups, and community outreach to the greater Raleigh community.

We had two employees complete the North Carolina Administrator in Training Program, and both received their state and national Nursing Home Administrators License. One was promoted to Associate Director, and the other to Director of Home Care Services. Another employee graduated from the LeadingAge North Carolina Leadership Academy.

Lastly, several additional employees were promoted within the many departments at Springmoor. Providing opportunities for growth and advancement for Springmoor staff members is a significant part of our mission statement, and I am proud to say we lived this out in 2022.

I would like to express my sincere gratitude to residents, their family members, the Springmoor Board, and of course our staff, for all that you do to make Springmoor the best it can be.

Sincerely,

Brandon Hair
Executive Director

August 2023

Dear Friends,

This past year brought to fruition many hours of visioning and strategic planning on the path toward an updated Stewart Health Center on our campus. Over the course of the year, ideas and drawings finally gave way to brick and mortar. Much of the exterior work was completed, including a new overhang and entry way for Clayton Wing that will provide easier access for visitors and staff. Along with that entry, the footprint of the building was expanded to accommodate a new larger therapy space, as well as a corridor, with elevator, to connect the formerly “U” shaped hallways into a full circle.

The administrative offices were relocated to make way for a full demolition of their former area, to be reframed into an updated outpatient clinic space and therapy facility. Once complete, both areas will offer more convenient access for independent and health center residents alike.

In conjunction, the second floor space formerly occupied by therapy is being transformed into the updated office suite. A new conference room and updated offices for administrative nursing staff are highlights of this area.

This phase is the first step towards reshaping the building and pushing us forward with renewed focus on person-centered care. Construction will continue over the course of 2023, including resident rooms and dining areas. All this effort will result in a physical layout that facilitates our neighborhood model and allows residents to feel more at home in their surroundings. Staff will consistently work in the same neighborhood and “blend” roles to provide the best care for each individual and a nurturing, home-like environment within their neighborhood.

I am excited about the changes and progress made during the year and look forward to everyone viewing the new design.

Sincerely,

Brad Dilday

Associate Director & Capital Project Manager



Rendering of New Lobby



Rendering of New Dining Room

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Program Highlights

ACCOMPLISHMENTS
2022



Leah Willis
Resident Life Director

Resident Life Department

In the fall of 2022, we completed the construction of a new outdoor stage for concerts and other activities related to our Pathways Resident Wellness Program. We christened the green space with a guitar performance by Cary Corley, our Stewart Health Center Administrator. Residents were excited to enjoy live music at our first wine and cheese social of the season.

Our “Happy Fall Y’all” event closely followed the social. Adult Supervision, a band featuring Springmoor resident Frank Roediger, delighted members of the community with a concert. Residents also enjoyed a Fall Concert Series each Saturday in October, followed by Pumpkin Fest, which featured entertainment, delicious catered food, and many pumpkin-themed items for sale.

Each of our fall events had over 100 residents in attendance. All enjoyed the beautiful weather, and the stage area continued to provide another flexible space in which to gather.

Springmoor has a rich history of music enthusiasts, as well as performances. We provide multiple opportunities every month for residents to enjoy live music. We also have many talented residents, and new groups and programs continue to evolve. Most recently, we added a new handbell choir called The Springmoor Ringers that is directed by resident Janet Carter. The group began practicing in the fall, and they were so advanced by December that they performed at one of our Christmas Vespers services.

Each month, residents receive a detailed calendar and can choose to participate in the events and activities that interest them most. Just a few of the opportunities we provide on a regular basis include visits to local museums, games like croquet and shuffleboard, our Life Writing Workshop, attending sporting events, going out for lunch or dinner, Drumming for Life, lectures on fascinating topics in our auditorium, day trips to points of interest outside of the Triangle, classes from painting to fused glass in our Meraki Arts Studio, dozens of exercise classes, and a wide range of spiritual offerings.



New Outdoor Stage



Happy Fall Y’all Event



The Springmoor Ringers

Program Highlights

ACCOMPLISHMENTS 2022



Kari Richie
Director of Health & Fitness

Health & Fitness Department

The wide variety of exercise classes and wellness programs we provide to residents are the core of the Health & Fitness Department. Our professional instructors taught 1,633 classes in 2022. Residents' total attendance reached 12,533. Participation increased by 7% from the previous year.

We continued to see growth in our personal training services. Residents have the option to pay for one-on-one services that our Pathways Health & Fitness Team offers. There was a 30% increase in the use of this service between 2021 and 2022.

We have yet to need a formal marketing campaign to promote personal training. Tremendous growth has come from word of mouth alone. As residents are satisfied with their progress, they spread the word, and more residents request personal training. The success of this aspect of our programming is evident; we have experienced 1,267% growth in participation since we began offering this service in 2018.

In 2022, we saw the return of two major events: the Annual Health & Wellness Fair and the Dementia Conference. The Annual Health & Wellness Fair provided residents and staff with free flu vaccinations, educational materials, fitness screenings, and raffle prizes. The total attendance for 2022's health fair was 202 residents and staff.

Springmoor's social workers, chaplains, out-patient clinic staff, and health and fitness director organize the Dementia Conference. We plan each conference with specific goals in mind, and the event provides current clinical and medical insights, caregiver resources, and personal testimonies. The 2022 conference was geared towards our residents' distinct needs and featured a keynote speaker from Duke University and the University of North Carolina Alzheimer's Disease Research Center (Duke/UNC ADRC).

The Health & Fitness team looks forward to more growth in 2023!



Beth Holden
Director of Sales & Marketing

Sales & Marketing Department

- Staff conducted more than 500 appointments with prospective residents.
- We welcomed 46 new residents to our community.
- We responded to more than 800 inquiries from web leads and phone calls.
- We coordinated five events on campus for the members of our waitlist.
- We mailed more than 300 information packets.
- 100 new people joined our waitlist!

Program Highlights

ACCOMPLISHMENTS 2022



Chaplains Justin Williamson
& Lori Higgins

Spiritual Life on Campus

The longstanding chaplain role at Springmoor requires two full-time chaplains. As a component of the Pathways Resident Wellness Program, our chaplains provide spiritual leadership and support during the various occurrences of daily life of residents and staff. The chaplains also serve as liaisons with area churches, ministers, and funeral homes.

The chaplains provide pastoral support to all within our community, regardless of an individual's beliefs. The majority of our ministry is provided on an individual basis with residents and staff. We also take joy in planning and leading a variety of programming.

Worship Services

- Worship Services in the Stewart Health Center (resumed fall 2022)
- Sunday evening Vespers in the Auditorium. This hybrid worship is both live and streamed on an in-house Springmoor TV channel.
- Special seasonal and holy day observances for the following: Advent, Ash Wednesday, Lent, Holy Week, Easter, Thanksgiving, and Blessing of the Animals
- Staff Chapel (weekly)
- Supportive Living bi-weekly time of devotion
- Coordination of weekly Tuesday Communion worship with Catholic, Episcopal, and Methodist churches.

Bereavement Services

- GriefShare six-week support group each fall
- Longest Night Service during the holidays
- Annual Memorial Service for families and friends
- Semi-Annual Memorial Services for staff
- Blessing of Hands to honor various staff acknowledgment weeks

Education and Support

- Book Studies
- *Falling Upward: A Spirituality for the Two Halves of Life* by Richard Rohr
- *Vesper Time: The Spiritual Practice of Growing Older* by Frank J. Cunningham
- Lenten Bible Study: "Faithful Lent: Connecting the Practices of Lent and Anti-Racism"
- Advent Bible Study: *Christmas from the Backside* by Ellsworth Kalas

Groups

- Dementia Caregiver Support Group (meets monthly)
- Connections Chaplain Discussion Group (meets two times per month)

- Centering Prayer (meets weekly in the Chapel)
- Chaplain Monday Movie Matinee (weekly)
- Introduction to Mindfulness (intermittent three-week group)
- Dementia Caregivers Conference. The chaplains helped plan and lead a half-day conference titled *Dementia Update: Hope in the Pipeline*.

Community Outreach

- Donations from the Thanksgiving service are given to the Interfaith Food Shuttle and Parkside Food Hub.

In addition, Chaplains serve on various Springmoor committees including the Resident Care Committee and Newcomers orientation. The Chaplains assisted in the reinstitution of a Diversity, Equity, and Inclusion committee for employees.

Sixty-two Springmoor residents died in 2022. The Chaplains respond to each death and offer end-of-life rituals, prayers, and bereavement support to the surviving family members and friends. The Chaplains will often preside or assist in the presiding of memorial services as well.

SPRINGMOOR, INC.

Schedules of Operating Revenues & Expenses

*Calendar Years Ended
December 31, 2022 & 2021*



SPRINGMOOR BOARD OF DIRECTORS 2022

OFFICERS & DIRECTORS

Mr. Charles B. Ballard (Bruce)
President

Mr. Ernest Carraway
Vice President

Mrs. Judy Hill
Secretary

Ms. Mary Ann Freeman
Member

Mr. William "Bill" Marley
Member

Mr. William "Bill" Baxley
Member

Mrs. Nina Cole
Member

Ms. Susan Walton
Member

A FULL-SERVICE CONTINUING CARE RETIREMENT COMMUNITY

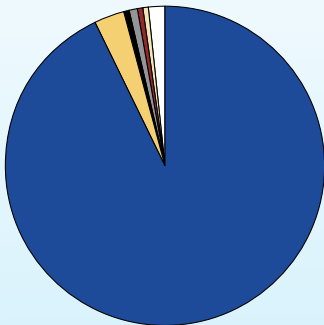
	2022	2021
OPERATING REVENUES		
Monthly service fees	\$29,743,224	\$27,180,291
Homecare and wellness income	910,229	854,661
Rental income	60,475	67,331
Convenience store income	58,289	61,482
Hair salon income	175,090	173,045
Food service income	103,608	61,297
Investment in Unity Senior Care Group	-	540
Vending commissions	681	630
Miscellaneous income	41,508	10,446
Guest fees: rooms	99,344	45,511
Medical supplies, drug, & other reimbursements	198,532	267,644
Activities reimbursed	19,889	8,301
Transportation reimbursed	37	14
Building and grounds reimbursed	252,394	240,973
Springmoor Endowment Fund reimbursed	187,830	165,652
Contributions	59,086	1,625
Interest and dividend income	72,572	19,329
Total operating revenues	31,982,788	29,158,772
OPERATING EXPENSES		
Administration and management	1,518,690	1,483,060
Operating expenses	5,990,831	6,892,116
Stewart Health Center	7,228,955	6,365,880
Clinic	667,516	658,427
Hair salon	150,190	148,450
Food service expenses	6,403,159	6,194,725
Building management	3,085,884	2,971,650
Grounds management	469,737	428,946
Housekeeping expenses	1,868,818	1,663,042
Security expenses	879,048	780,854
Activities expenses	374,005	339,401
Marketing expenses	673,279	683,975
Homecare expenses	763,344	651,117
Wellness expenses	142,577	129,953
Total operating expenses	30,216,033	29,391,596
Net increase or (decrease)	\$1,766,755	\$(232,824)

MISSION

SPRINGMOOR LIFE CARE RETIREMENT COMMUNITY
is a nonprofit organization established to provide full life care for residents who are usually 62+ years of age. The organization subscribes to the following purposes:



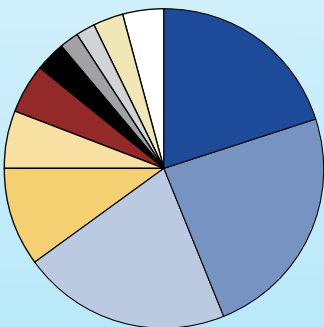
- To promote the social, emotional, psychological, spiritual, and physical wellbeing of each resident;
- To provide quality housing, amenities, medical and health care, physical security, activity and enrichment programs, food service, and support facilities;
- To provide facilities, staff, policies, and procedures that are sensitive and responsive to the day-to-day and changing health and personal needs of each resident;
- To provide an honest, forthright environment of positive thinking which promotes for each resident dignity, peace of mind, confidence, and the pursuit of an active lifestyle;
- To operate and manage the facility so it is cost-effective and efficient, yet sensitive and personal in relating to resident needs;
- To provide employees a positive work environment where opportunities exist for job advancement, in order to remain productive and committed to providing excellent services to residents;
- To strive to meet its mission with such commitment to excellence that Springmoor Life Care Retirement Community continues to be one of the premier retirement communities in this region of the nation.



Percentages may not add up to exactly 100% due to rounding.

OPERATING REVENUES 2022

■ MONTHLY SERVICE FEES	93%
■ HOMECARE & WELLNESS INCOME	3%
■ MEDICAL SUPPLIES, DRUG, & OTHER REIMBURSEMENTS6%
■ BUILDING & GROUNDS REIMBURSEMENTS8%
■ HAIR SALON INCOME5%
■ SPRINGMOOR ENDOWMENT FUND REIMBURSEMENTS6%
■ MISCELLANEOUS	1.6%



Percentages may not add up to exactly 100% due to rounding.



OPERATING EXPENSES 2022

■ GENERAL OPERATING EXPENSES	20%
■ STEWART HEALTH CENTER	24%
■ FOOD SERVICE	21%
■ BUILDING MANAGEMENT	10%
■ HOUSEKEEPING	6%
■ ADMINISTRATION & MANAGEMENT	5%
■ SECURITY	3%
■ MARKETING	2%
■ CLINIC	2%
■ HOMECARE	3%
■ MISCELLANEOUS	4%

Springmoor Endowment Fund

DONATIONS RECEIVED FROM 01.01.2022 THROUGH 12.31.2022

As a nonprofit continuing care retirement community (CCRC), Springmoor guarantees residents a place to live for the rest of their lives. The Springmoor Endowment Fund helps make this possible.

Springmoor residents who have exhausted their own financial means continue to benefit from the comfort and security of home and health care, thanks to the selfless generosity of others. Contributions from individuals, families, Springmoor

residents, Springmoor employees, and community organizations and businesses have made the Springmoor Endowment Fund an invaluable resource in fulfilling our mission.

When you choose to make a tax-deductible donation to the Fund, you are making a difference in the lives of those we serve. Please visit Springmoor.org and click the “Endowment Fund” tab underneath “A Welcoming Community” in the navigation bar. From the smallest

donation to the largest bequest, every dollar has an impact. You can easily make a safe and secure tax-deductible contribution online.

Thank you to all who donate so generously to the Springmoor Endowment Fund. Our sincere appreciation as well to the resident-led Springmoor Endowment Committee for their hard work and commitment.

Thank you to all who donate so generously to the Springmoor Endowment Fund, Inc. Donations received from 01.01.2022 through 12.31.2022.

in honor of Springmoor Endowment Fund Committee

Mrs. Martha Jean S. Edwards

in honor of Albert and Lorine Calloway

Mr. and Mrs. R.E. Cobb, Jr.

Mrs. Martha Jean S. Edwards

in honor of Albert Calloway

Mrs. Louise Cockerham

in honor of Alexiz Piper

Mrs. Annette Owen

in honor of All of the Meredith “Angels” who live at Springmoor

Mr. and Mrs. Donald Kline

in honor of Amanda Wetzell

Mr. and Mrs. Hubert Charlton

in honor of Ann Curren

Rev. Phyllis Mayo

Mr. and Mrs. Doug Leary

in honor of Anne M. Powell

Mr. and Mrs. James Hutchins

in honor of Annie J. Brito

Mrs. Louise Cockerham

in honor of Audrey Austin

Rev. Phyllis Mayo

in honor of Becky Boulo

Mrs. Annette Owen

in honor of Betty Bridges

Rev. Phyllis Mayo

in honor of Bill Marley

Mr. James H. Bundy

in honor of Brandon Hair

Mrs. Mary Allen Riggan

in honor of Brandon Hair & The 2022 Executive Committee

Mrs. Peggy W. Bedini

in honor of Brenda Baker

Mrs. Ellen B. Browning

in honor of Brook Houston

Mrs. Annette Owen

in honor of Charlie and Goldie Campbell

Mr. and Mrs. Albert H. Calloway

in honor of Charlotte Jacobs

Dr. & Mrs. Robert G. Fletcher

in honor of Cheryl Thibault, CAN

Mr. James H. Bundy

in honor of Dane & Courtney Baker

Mr. Spencer R. Mims, Jr.

in honor of David Waters

Mrs. Ethel Boone

in honor of Dawn McKean, Clinic Nurse

Mr. and Mrs. Dean DeMasi

in honor of Dolores S. Grath

Ms. Holly L. McCoy

in honor of Doris Litchfield

Mrs. Julia McCullers

in honor of Dr. Debra Orr

Mr. and Mrs. Dean DeMasi

in honor of Dr. Nina Page

Ms. Mary Sugg Styres

in honor of Dr. Wells Edmundson

Mr. and Mrs. Albert H. Calloway

Mr. and Mrs. Dean DeMasi

Mrs. Louise Cockerham

in honor of E. H. Davis, R.N.

Mr. and Mrs. Dean DeMasi

in honor of Faye Bundy

Mr. and Mrs. Donald Kline

in honor of Grace Wabba, RN

Mr. and Mrs. Dean DeMasi

*in honor of Health Center,
Second Floor Staff*

Mrs. Annette Owen

in honor of Jayme Dubernas

Mr. and Mrs. Dean DeMasi

in honor of Jennifer Donnelly

Mr. and Mrs. Joe Donnelly

in honor of Jill Spencer

Mr. and Mrs. Gerald E. Fuller

in honor of Jim Bundy

Mr. and Mrs. Marshall C. Evans

in honor of Jim H. Epps

Mr. James H. Bundy

in honor of Joan C. Pool

Mrs. Iris T. Rogers

in honor of Joseph F. Paulonis

Mr. and Mrs. Dean DeMasi

in honor of Joyce Eisele

Mrs. Louise Cockerham

in honor of Juliana Lindenberg

Ms. Holly L. McCoy

Mr. and Mrs. Michael Phillips

in honor of Kari Richie

Mrs. Annette Owen

in honor of Larry Auld

Mr. William G. Marley, Jr.

in honor of Leah Willis

Mrs. Ellen B. Browning

in honor of Legacy Healthcare Services

Mrs. Annette Owen

in honor of Lexi Piper

Mr. and Mrs. Dean DeMasi

in honor of Lori Higgins

Mr. James H. Bundy

in honor of Louise Cockerham

Ms. Alexandra E. Campbell

in honor of Lyla Doles

Mrs. Sylvia P. Doles

in honor of Margie Parker

Mr. and Mrs. John Rogers

in honor of Marshall and Frances Evans

Mrs. Carolyn Crutchfield

Mr. and Mrs. Albert H. Calloway

in honor of Marshall Evans

Dr. and Mrs. Murphy Osborne

in honor of Mary Alice Hale

Mrs. Faye C. Cook

in honor of Mary Styres

Mrs. Wanda L. Sullivan

in honor of Meredith Redding

Mrs. Annette Owen

in honor of Mr. and Mrs. Bob McGaffin

Mr. Charles B. Elks

Mr. and Mrs. Doug Leary

in honor of Mr. and

Mrs. William "Bill" Daniel

Mr. Frank Thorne

in honor of Peg Bedini

Mrs. Iris T. Rogers

in honor of Rev. Beth Roberts

Rev. Phyllis Mayo

in honor of Sarah and Susan Brosnan

Mr. and Mrs. Francis Brosnan

in honor of Springmoor Food Service Staff

Mrs. Joan Pool

in honor of Springmoor Grill Staff

Ms. Doris Hicks

in honor of Sue Pauli

Ms. Holly L. McCoy

Mr. James H. Bundy

in honor of Susan McLachlan

Mr. and Mrs. Joe Donnelly

in honor of Susan Walton

Mrs. Iris T. Rogers

in honor of The Staff of Springmoor

Ms. Marie McBride

Mr. & Mrs. Robert O. Bost

in honor of The Staff

of the Springmoor Clinic

Mr. and Mrs. Eugene Ritter

in honor of Tom James

Mrs. Louise Cockerham

in honor of Tracy Roche

(Business Office/Admin.)

Mr. and Mrs. Allen Page

in honor of Vivian Glover

Mr. James H. Bundy

in memory of Agnes & Bob Fallath

Mrs. Eileen D. Herbermann

in memory of Alberta DiVittorio

Ms. Effie Holder

Mrs. Melba B. Roberts

in memory of Allen and Jane Burris

Ms. Pat Maddox

in memory of Allen Causseaux

Mrs. Janece Causseaux

in memory of Allen D. Finch

Mrs. Sandra Finch

in memory of Allen Hornthal

Mrs. Lindsay Hornthal

in memory of Annabel Moses

Mr. Herbert A. Moses

in memory of Anne M. Powell

Mr. David Powell

in memory of Arthur R. Walker

Mrs. Barbara A. Walker

in memory of Barbara Freeze

Mr. Harry Holladay

Mrs. Betsy Smith

in memory of Barbara Holladay

Mr. Harry Holladay

in memory of Barbara Parnell

Mrs. Elizabeth M. Jones

Mrs. Eileen D. Herbermann

Mrs. Margie D. Parker

Mr. James H. Bundy

Mrs. Ellen B. Browning

Mr. and Mrs. George Raymond

Mr. and Mrs. Odell Dillard

Mr. & Mrs. John Greene Jr.

Mr. & Mrs. Mark A. Brown

Mr. & Mrs. Jack Whittington

Mrs. Peggy P. Eason

Mr. Malcolm L. Williams

Mr. William G. Marley Jr.

Mr. and Mrs. Robert C. McGaffin

Mrs. Edith Klemstine

Dr. & Mrs. Robert G. Fletcher

Mrs. Margaret R. Burch

Mrs. Elaine Lashock

Mr. & Mrs. William A. Boney

Ms. Janice R. Christensen

Mr. and Mrs. Richard

"Putney" Jones

Mr. & Mrs. Hubert T. Worthington
 Ms. Jean Johnson Creech
 Mr. and Mrs. Thomas A. Goebel
 Mr. and Mrs. Donald Kline
 Mr. & Mrs. George W. Parker
 Mrs. Louise Cockerham
 Ms. Dorothy S. Davis
 Mrs. Angela Gagliardo
 Mr. and Mrs. Edwin S. Coates

in memory of Barbara Volk

Mr. and Mrs. Edwin S. Coates
 Mr. and Mrs. Troy Watkins
 Mr. and Mrs. Gerald E. Fuller
 Mr. James H. Bundy
 Mrs. Rita T. McPherson
 Ms. Jo Ralston-Asumendi
 Mr. and Mrs. Albert H. Calloway
 Mrs. Betty Bridges
 Mr. and Mrs. Marshall C. Evans
 Mrs. Frances H. Price
 Mr. and Mrs. Dale F. Matzinger
 Mrs. Eileen D. Herbermann
 Mr. and Mrs. David O. Bullock
 Mrs. Rita T. McPherson
 Ms. Janice R. Christensen
 Mrs. Marie Lewis
 Dr. and Mrs. William
 "Ted" F. Young
 Mrs. Sylvia P. Doles
 Mrs. Shirley M. Overcash
 Mrs. Elaine H. Gillespie
 Mrs. Martha Jean S. Edwards
 Rev. Phyllis Mayo
 Mrs. Peggy W. Bedini
 Mrs. Peggy P. Eason
 Mr. Ernst Werner
 Mr. and Mrs. Robert C. McGaffin

in memory of Benny Hockaday

Mr. & Mrs. Richard L. Farner
 Mr. James H. Bundy
 Mrs. Edith Klemstine
 Mrs. Nancy H. Logan

in memory of Bernard Parker

Mrs. Rose V. Parker

in memory of Bettie Eagle

Estate of Bettie Eagle

in memory of Bill Bagnal

Mr. & Mrs. Carl Haisch

in memory of Bill Sharp

Ms. Betty Sharp

in memory of Bill Williams

Mrs. Elaine H. Gillespie

in memory of Blanche Goodwin

Mr. and Mrs. William Moore
 Mr. and Mrs. Marshall C. Evans
 Mr. and Mrs. Robert C. McGaffin
 Mrs. Frances H. Price

in memory of Bryan Fink

Mrs. Ann S. Curren

in memory of C.G. Baxley

Mr. and Mrs. David Smith

in memory of Carl Zorowski

Mrs. Louise Lockwood-Zorowski

in memory of Charles "Bob" Terry

Mr. and Mrs. Robert C. McGaffin

in memory of Charles Campbell

Mr. & Mrs. Richard L. Farner
 Mr. & Mrs. James Bruce
 Mr. & Mrs. Carl Parker
 Mrs. Janis Anderson
 Mrs. Angela Gagliardo
 Mr. and Mrs. Albert H. Calloway
 Mrs. Sylvia P. Doles
 Mr. and Mrs. Alex M. Lewis
 Mr. and Mrs. R.E. Cobb Jr.
 Mr. James H. Bundy
 Mrs. Margaret R. Burch
 Mr. and Mrs. Don Hansen

in memory of Charles G. Sproule Jr.

Mrs. Caroline Sproule

in memory of Charles Glover

Mrs. Sue Glover

in memory of Charles Herbermann

Mrs. Eileen D. Herbermann

in memory of Dallas J. Brown

Mr. and Mrs. Earl Singleton
 Mr. and Mrs. William Bigger
 Mrs. Louise Lockwood-Zorowski
 Mr. and Mrs. Troy Watkins
 Mrs. Barbara McGehee
 Mr. Ernst Werner
 Mr. and Mrs. David O. Bullock
 Mr. and Mrs. Marshall C. Evans
 Mrs. Sylvia P. Doles

Mr. and Mrs. James Overcash
 Mr. and Mrs. R.E. Cobb Jr.
 Mr. and Mrs. Harry Knight
 Mrs. Joan Speir
 Rev. Phyllis Mayo
 Mrs. Elaine H. Gillespie
 Mrs. Marie Lewis
 Mrs. Lindsay Hornthal
 Mr. & Mrs. James C. Hoffman

in memory of David and Mary Cates

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