

Exemplifying the art *of* living well

**SPRINGMOOR**  
LIFE CARE RETIREMENT COMMUNITY



NOT-FOR-PROFIT • FINANCIALLY STABLE • FAMILY OWNED & OPERATED

ANNUAL  
REPORT

2023



Springmoor continues to grow, mature, and respond to changing tastes, resident preferences, and the myriad opportunities the ever-evolving aging services sector presents.

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Dear Friends & Supporters,

I am thrilled to share that Springmoor continues to grow, mature, and respond to changing tastes, resident preferences, and the myriad opportunities the ever-evolving aging services sector presents. The past year illustrates this.

It's a great honor to serve as CEO and help lead this extraordinary community. Overseeing a retirement community entails monitoring and supporting a wide array of service areas. Our team members work together to bring their collective leadership, expertise, and knowledge of the community's history to enhance the various aspects of life here beyond what any single person could do on their own.

With close to 600 residents and hundreds of staff, a community like Springmoor is almost like a small city.

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With close to 600 residents and hundreds of staff, Springmoor is almost like a small city. Every day, there are thousands of interpersonal interactions, from the routine to the momentous. Springmoor shines in supporting the journey of all residents at the time they move in, over the years, and as their needs may change in the future.

Covid moved to the rear-view mirror in 2023 but continues to have impact. Numerous areas of community life have undeniable demarcations of "before Covid" and "after Covid." We have continued to advance our efforts in germ control, sanitation, and safe human contact though our team members were already sensitive and focused in these areas.

In the highly desirable Triangle area, the environment of retirement choices continues to become increasingly crowded and competitive. Springmoor's occupancy rate has consistently been in the upper 90s as a percentage since the late 1980s, except for a brief period during the recession that continued into 2011.

Today, our waitlist is growing, and it is the people on this list who have reserved virtually all our residences. In years past, some of the folks on the waitlist may have been taking only the first step to map out their future, while others were truly ready to move to our campus as soon as a residence that matched their preferences became available.

In closing, I want to express my deep appreciation to all Springmoor staff. Many have served our residents for decades and sometimes throughout their entire careers. They work hard to provide consistently excellent service, and they develop strong relationships with residents and their families. In areas like dining and housekeeping, staff interact with residents daily. I envy them for the opportunity they have to get to know our residents. Staff in departments like administration, security, and health care keep abreast of best practices and the latest technology, and they are always ready to respond to new needs and requests. Thank you to all that come to Springmoor as employees and help make our community an exceptional place to retire.

DAVID W. AMMONS  
*Chief Executive Officer*



In 2023, we recognized 83 employees for celebrating work anniversaries starting at three years and then in increments of five up to 35 years.

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Dear Friends,

Each year in March, we present the “Springmoor Year in Review.” We compile a list of each department’s accomplishments and highlight them for our residents and staff. We reached many new heights in 2023, and I would like to emphasize some of the achievements we are most proud of for this year’s annual report.

The area in which I believe we accomplished the most was employee recruitment, retention, and engagement. We raised starting wages for all positions, increased the salaries of all existing staff across the board, and provided employees their annual raise. This proved very effective as we attracted many new staff members and retained numerous tenured employees. In 2023, we recognized 83 employees for celebrating work anniversaries starting at three years and then in increments of five up to 35 years.

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In our health center alone, we hired 25 new CNAs and 10 nurses in 2023 who are still employed with us. In addition, we retained 29 CNAs and 21 nurses who have worked at Springmoor for over 10 years. I am proud of all we accomplished in 2023, but I am most excited about this achievement. These essential employees are the backbone of our health center and provide excellent care to over 100 residents, 24 hours a day, 365 days a year.

Another tremendous achievement was the successful restructuring of our Pathways Wellness Program, a vital component of the services we offer at Springmoor. For many years, Pathways has promoted and enhanced eight dimensions of resident wellness through several departments. In 2023, we combined these departments into one and promoted a long-term employee to lead this newly reorganized effort to support holistic health.

Kari Richie, our Wellness Director for over 12 years, was promoted to Director of the Pathways Wellness Program. Under her leadership, we have increased and enhanced a wide variety of offerings, such as trips, classes, lectures, mindfulness activities, and many others. We brought about these improvements to an already successful program by allowing Pathways staff to utilize their strengths and interests to best serve residents, instead of limiting their efforts to one area such as fitness or activities. We have had an overwhelmingly positive response from residents, and we look forward to continuing to augment this department in the coming years.

Springmoor is very blessed to have such caring and tenured staff. It is the high quality of our employees and the skill with which they work together that sets us apart from many communities. As we look forward to celebrating our 40th anniversary next year, we must thank the employees who have made us successful for four decades. The strength of the relationships between our residents and staff is one of our biggest assets, and I look forward to seeing what we can accomplish together in the years to come.

BRANDON HAIR  
*Executive Director*



What an exciting year full of outstanding improvements and accomplishments in multiple aspects of life on our campus!

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Dear Friends,

What an exciting year full of outstanding improvements and accomplishments in multiple aspects of life on our campus! In 2023, we completed several phases of renovation and began occupying the new space in our Stewart Health Center (SHC). The bright, inviting entrance into the health services area provides an uplifting change for visitors and residents alike. We are proud of the work that has been completed and look forward to further enhancements to SHC as renovation continues.

In early spring of 2023, we opened Phase 1 of our renovations, which consisted of a new covered entrance into the Clayton Wing. This entrance is on the back of our health center and offers quick access to this wing, as well as the short-term rehabilitation rooms on the second floor. We added more handicap accessible parking spaces, as well as visitor parking.

By late winter, Phases 2 and 3 were completed, inspected, and ready for staff to occupy. Included in these two phases were the creation of an updated lobby located at the portico entrance and beautifully renovated health services facilities. The latter includes a brand-new clinic named for our long-time Medical Director Dr. Wells Edmundson. The clinic upgrade includes a new waiting room, new lab, three exam rooms, and a large nurse workstation. Across the hall, we opened an updated Therapy Services space with offices and exam rooms for our provider to serve residents in multiple disciplines of therapy (speech, physical, and occupational).

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In Phase 4, we moved our clinical administration team, including new Nursing Home Administrator Jessica Pagan, into a new office suite on the second floor. This area includes office space, a break room, and a conference room for all health center staff to utilize. The conference room offers a wonderful view of the landscaped memory care courtyard.

Our efforts are continuing into 2024 as we proceed with Phase 5 and beyond of the eight-phase renovation project. The expectations for the coming year include opening our Assisted Living neighborhood, a long-term neighborhood, and our in-house pharmacy. The team continues to maintain a high level of excitement during the ongoing changes, both physical and cultural. The benefits for our residents have already proven priceless, and I look forward to seeing what the future holds.

**BRAD DILDAY**  
*Associate Director*



**KARI RICHIE**  
*Pathways Wellness Director*

## Pathways Wellness Department

As 2023 came to a close, we celebrated an exciting change in our programs. Staff worked diligently to merge the Resident Life and Health & Fitness Departments into our new Pathways Wellness Department. It was an exciting time for team members to come together and work alongside residents to continue to grow our wellness offerings.

Some of the favorite events during this fun and busy year included outings to NC Symphony, Temple Theater, Durham Bulls Baseball, WRAL Azalea Gardens, Wake Forest Historical Museum, Sylvan Heights Bird Park, Red Oak Brewery, NC Baseball Museum, NC State Fair, and Nasher Art Museum. Just a few of our day trip destinations were the Bob Timberlake Gallery in Lexington, NC; the North Carolina Zoo in Asheboro; and a trip to Beaufort, NC on the coast.

Each month, the residents enjoyed multiple musical performances and entertainment options. These events were well attended and remain a community favorite.

### POPULAR OUTINGS & EVENTS IN 2023 INCLUDED:

NC SYMPHONY CONCERTS, TEMPLE THEATER PERFORMANCES, DURHAM BULLS BASEBALL GAMES, AND VISITS TO WRAL AZALEA GARDENS, WAKE FOREST HISTORICAL MUSEUM, AND SYLVAN HEIGHTS BIRD PARK.



A new addition to our musical programs included a community choir called the Springmoor Singers that the Reverend Rick Carter directs. In 2022, we added a handbell choir called The Springmoor Ringers that is directed by resident Janet Carter. Both the Singers and Ringers continued to grow in 2023 and provided several community concerts. The auditorium was packed, with standing room only.

The Meraki Arts Studio continued to see growth in our fused glass classes. Residents also enjoyed opportunities to make jewelry, as well as clay and ceramics pieces. We look forward to expanding our art programs in 2024.

The wide variety of exercise classes and wellness programs continues to flourish at Springmoor. Our professional instructors taught 1,600 classes in 2023. Residents' total attendance reached 12,271.

We continued to see growth in our Pathways personal training services. Residents have the option to pay for one-on-one services that are provided in multiple locations on campus. Participation in these services increased by 50 percent in 2023!

Wellness services throughout the year included Rex Mobile Mammography, flu and Covid vaccinations, massage therapy services, balance screenings provided by Legacy Healthcare Services, and more.

Residents and staff enjoyed our annual spring and fall walks to some of our local beauty spots including the Ann and Jim Goodnight Museum Park at the NC Art Museum, Neuse River Greenway, Joyner Park, and Annie Louise Wilkerson Nature Preserve.

The Springmoor Chaplains and psychologist Dr. Benjamin Andrews from TEAMHealth teamed up with the health & fitness director to provide a three-part series on mindfulness. The sessions explored the mental, emotional, physical, and spiritual aspects of mindfulness and how it can impact our well-being.



*Beth Holden  
Director of Sales  
& Marketing*

## Sales & Marketing Department

The first full-service retirement community in Raleigh, Springmoor welcomes seniors with diverse backgrounds and life experiences. Our residents possess an array of talents, and they play an essential role in helping Springmoor grow and respond to their needs and interests. It takes a visit to understand what a special place our community is!

*Staff coordinated 5 marketing events on campus (LUNCH-AND-LEARN'S) with a total of 130 ATTENDEES. We received 15 WAITLIST DEPOSITS from these events.*



**We had 48 new move-ins resulting in 61 new residents.**

**We added 108 to our waitlist. The total number of waitlist members is now over 350.**



*Staff provided over 1,000 TOURS.*

**Over 30 of our new residents made a significant upgrade to their residence.**

*We received over 1,000 new inquiries.*

# EVENTS & ACTIVITIES

2023





**LORI HIGGINS**  
Chaplain



**JUSTIN WILLIAMSON**  
Chaplain

## Spiritual Life on Campus

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

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

### Worship Services

- Sunday evening Vespers in the Auditorium. Hybrid worship meets in person and is live-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.
- Weekly Staff Chapel.
- Worship services in the Stewart Health Center.
- Supportive Living bi-weekly worship.
- Weekly Tuesday communion worship coordinated with Catholic, Episcopal, and Methodist churches.

### Bereavement Services

- GriefShare six-week support group every fall.
- Longest Night Service during the holidays.
- Annual memorial service for families and friends.
- Semi-annual memorial services for staff.

### Blessing of Hands

- Special services to honor multiple staff acknowledgment weeks.

### Education and Support

- Book Studies: Lenten Bible Study of the Psalms, *Wisdom of Morrie: Aging Creatively and Joyfully*, and *Heaven and Earth: Advent and the Incarnation*.

In 2023, attendance at chaplain programming increased approximately 10–20%. Chaplain Justin Williamson joined our team in March 2023 and hosts a well-attended Men's Breakfast, which is held monthly.

### Groups

- Monthly Men's Breakfast led by Justin was introduced in the community with a high attendance of 18 men.
- Dementia Caregiver Support Group (meets monthly).
- Connections Chaplain Discussion Group (meets twice monthly).
- Centering Prayer (meets weekly in the Chapel).
- Chaplain Monday Movie Matinee (weekly).
- Introduction to Mindfulness (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

- Rise Against Hunger meal packaging event was held in September.
- Donations from the Thanksgiving service go to the Interfaith Food Shuttle and Parkside Food Hub.

*58 Springmoor residents died in 2023. 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  
BOARD OF DIRECTORS  
2023**

**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" Baxley  
*Member*

Mrs. Nina Cole  
*Member*

Ms. Susan Walton  
*Member*

**A FULL-SERVICE  
CONTINUING CARE  
RETIREMENT  
COMMUNITY**

**SPRINGMOOR, INC.**

**SCHEDULES OF OPERATING REVENUES & EXPENSES**

*Calendar Years Ended December 31, 2023 & 2022*

	2023	2022
<b>OPERATING REVENUES</b>		
Monthly service fees	\$30,522,092	\$29,743,224
Homecare and wellness income	917,231	910,229
Rental income	60,400	60,475
Convenience store income	51,568	58,289
Hair salon income	173,191	175,090
Food service income	135,531	103,608
Vending commissions	708	681
Miscellaneous income	54,265	41,508
Guest fees: rooms	126,229	99,344
Medical supplies, drug, and other reimbursements	161,101	198,532
Activities reimbursed	21,730	19,889
Transportation reimbursed	31	37
Building and grounds reimbursed	284,407	252,394
Springmoor Endowment Fund reimbursed	172,110	187,830
Contributions	58,070	59,086
Interest and dividend income	121,276	7,257
<b>Total operating revenues</b>	<b>32,859,940</b>	<b>31,982,788</b>
<b>OPERATING EXPENSES</b>		
Administration and management	1,693,162	1,518,690
Operating expenses	6,394,006	5,990,831
Stewart Health Center Clinic	7,356,226	7,228,955
Hair salon	710,542	667,516
Food service expenses	148,723	150,190
Building management	6,487,507	6,403,159
Grounds management	3,369,794	3,085,884
Housekeeping expenses	536,848	469,737
Security expenses	1,897,841	1,868,818
Activities expenses	820,277	879,048
Marketing expenses	364,541	374,005
Homecare expenses	737,751	673,279
Wellness expenses	789,480	763,344
	153,127	142,577
<b>Total operating expenses</b>	<b>31,459,825</b>	<b>30,216,033</b>
<b>Net increase or (decrease)</b>	<b>\$1,400,115</b>	<b>\$1,766,755</b>



## MISSION

### SPRINGMOOR LIFE CARE RETIREMENT COMMUNITY

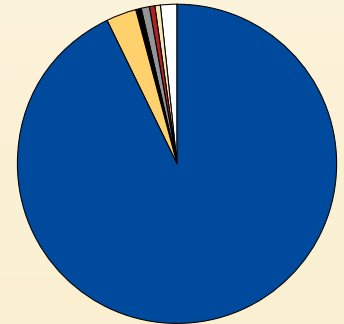
*is a nonprofit organization established to provide full life care for residents who are usually 62+ years of age. The organization subscribes to the following purposes:*

- 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.



### OPERATING REVENUES 2023

■ MONTHLY SERVICE FEES .....	93%
■ HOMECARE & WELLNESS INCOME .....	3%
■ MEDICAL SUPPLIES, DRUG, & OTHER REIMBURSEMENTS .....	.5%
■ BUILDING & GROUNDS REIMBURSEMENTS .....	.9%
■ HAIR SALON INCOME .....	.5%
■ SPRINGMOOR ENDOWMENT FUND REIMBURSEMENTS .....	.5%
■ MISCELLANEOUS .....	2%

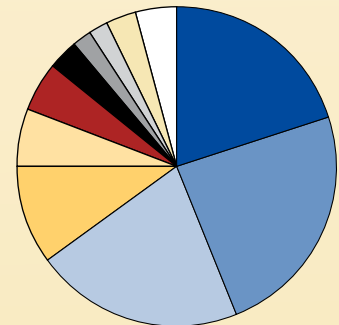


Percentages may not add up to exactly 100% due to rounding.



### OPERATING EXPENSES 2023

■ GENERAL OPERATING EXPENSES .....	20%
■ STEWART HEALTH CENTER .....	23%
■ FOOD SERVICE .....	21%
■ BUILDING MANAGEMENT .....	11%
■ HOUSEKEEPING .....	6%
■ ADMINISTRATION & MANAGEMENT .....	5%
■ SECURITY .....	3%
■ MARKETING .....	2%
■ CLINIC .....	2%
■ HOMECARE .....	3%
■ MISCELLANEOUS .....	4%



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

# SPRINGMOOR ENDOWMENT FUND

DONATIONS RECEIVED FROM 01.01.2023 THROUGH 12.31.2023

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](http://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. Or if you prefer, you can mail a check made out to "Springmoor Endowment Fund" to: Springmoor Business Office, Endowment Fund, 1500 Sawmill Road, Raleigh, NC 27615.

Thank you to all who donate so generously to the Endowment Fund. We also extend our sincere appreciation 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 01.01.2023 through 12.31.2023.*

*in honor of Allen and Barbara Page*

*Dr. and Mrs. William F.  
"Ted" Young*

*in honor of Ann Curren*

*Dr. and Mrs. Thomas W. Bouldin*

*in honor of Annette Owen*

*Mrs. Frances M. Braswell*

*in honor of Annie J. Brito*

*Mrs. Louise Cockerham*

*in honor of Becky Boulo*

*Mrs. Janet Beyer*

*in honor of Betty and Blake Aydlett*

*Mrs. Karen Fletcher  
Mrs. Joyce McClure*

*in honor of Betty Griffin*

*Mr. and Mrs. Allen and  
Barbara Page*

*in honor of Betty Moore*

*Mr. and Mrs. Dean and  
Anne DeMasi*

*in honor of Brenda Baker*

*Mr. James H. Bundy  
Mr. and Mrs. R.E. Cobb Jr.  
Mrs. Joyce McClure  
Mr. Ernst Werner  
Mr. and Mrs. Gerald E. Fuller*

*in honor of Brenda Ball*

*Mrs. Ellen B. Browning*

*in honor of Carol Mina*

*Mr. & Mrs. Willie M. Taylor Jr.*

*in honor of Cary Corley*

*Mr. and Mrs. Albert H. Calloway*

*in honor of David Ammons*

*Mr. Marshall C. Evans*

*in honor of Debbie Stone*

*Mr. and Mrs. Dean and  
Anne DeMasi*

*in honor of Donation*

*Mr. Jim Clark*

*in honor of Doris Litchfield*

*Mrs. Julia McCullers*

*in honor of Dr. Amish Patel*

*Ms. Marie McBride*

*in honor of Dr. Debra Orr*

*Mr. and Mrs. Dean and  
Anne DeMasi*

*in honor of Dr. Wells Edmundson*

*Ms. Marie McBride*

*in honor of Eileen Herbermann*

*Mrs. Frances M. Braswell*

*in honor of Grace Longworth*

*Mrs. Frances M. Braswell*

*in honor of Jacob Van Horn*

*Mr. Roger Van Horn*

*in honor of Janet Carter*

*Mr. and Mrs. Charlie Bryan*

*in honor of Jessica Barnes Weidner*

*Mrs. Joan Pool*

*in honor of Jessica Rivera*

*Mr. and Mrs. Albert H. Calloway*

*in honor of Jim Cox*

Mr. Marshall C. Evans  
Mr. and Mrs. Albert H. Calloway

*in honor of Joe Donnelly*

Mr. and Mrs. Dean and  
Anne DeMasi

*in honor of John and Martha Robinson*

Mr. and Mrs. James Hutchins

*in honor of Joseph F. Paulonis*

Mr. and Mrs. Dean and  
Anne DeMasi

*in honor of Joseph Paulonis*

Mr. and Mrs. Dean and  
Anne DeMasi

*in honor of Lori Higgins*

Mrs. Joyce McClure

*in honor of Marshall Evans*

Mrs. Mary Alice L. Hale

*in honor of Mary Alice Hale*

Mr. and Mrs. Charlie Bryan

*in honor of Matthew Van Horn*

Mr. Roger Van Horn

*in honor of Michael Powell*

Mr. & Mrs. Richard Powell

*in honor of Mr. and Mrs. Bob McGaffin*

Dr. and Mrs. William F.  
"Ted" Young  
Mr. and Mrs. Doug Leary  
Mr. and Mrs. Albert H. Calloway

*in honor of Mr. and Mrs. Dwight &  
Connie Jones*

Mr. & Mrs. John L. Rustin

*in honor of Mr. and Mrs. Frank Roediger*

Anonymous

*in honor of Mr. and Mrs. Henry Morgan*

Mrs. Margaret R. Burch

*in honor of North Village Housekeeping Staff*

Mr. and Mrs. Eugene "E.K." Ritter

*in honor of Randy Horton and his staff*

Mr. and Mrs. Albert H. Calloway

*in honor of Rosa Garcia*

Mr. and Mrs. Dean and  
Anne DeMasi

*in honor of Springmoor Clinic Staff*

Mr. and Mrs. Albert H. Calloway

*in honor of Springmoor Employees and  
Volunteers*

Mrs. Ann S. Curren

*in honor of Springmoor Residents*

Mrs. Sylvia P. Doles

*in honor of Springmoor Staff*

Mrs. Peggy W. Bedini  
Mr. and Mrs. William Bigger

*in honor of The Gala Staff*

Mrs. Jonibel Willis

*in honor of Tom James*

Mrs. Louise Cockerham

*in honor of Troy Watkins*

Mrs. Joan Speir

*in honor of Virginia Smith*

Mrs. Nancy Klein

*in memory of Alex Lewis*

Mrs. David O. Bullock  
Mr. and Mrs. Fred Watkins  
Mr. Richard Airoidi  
Mrs. Edith Klemstine  
Mrs. Nancy H. Logan  
Mr. and Mrs. Blake D. Aydlett  
Mrs. Ellen B. Browning  
Mrs. Margaret R. Burch  
Mrs. Betty A. Hansen  
Mr. and Mrs. Charlie Bryan  
Mr. and Mrs. Gordon Keehn  
Ms. Loretta E. Culpepper  
Mr. and Mrs. John Neal  
Mrs. Angela Gagliardo  
Mr. James H. Bundy  
Mr. & Mrs. Richard L. Farner  
Mr. & Mrs. John Greene Jr.  
Mr. & Mrs. Joel S. Zimmerman  
Mr. and Mrs. Charles Campbell

Mrs. Eileen D. Herbermann  
Mrs. Elizabeth M. Jones

*in memory of Alice Dickens*

Mrs. Jane Webland  
Mr. & Mrs. Jon and  
Lee Anne Nance  
Mrs. Enniss Lasitter  
Dr. and Mrs. William F.  
"Ted" Young  
Mrs. Dianne Tilghman  
Mrs. Rita T. McPherson  
Mr. and Mrs. Albert H. Calloway  
Ms. Lisa Cherry  
Mr. and Mrs. Blake D. Aydlett  
Mrs. Barbara McGehee  
Ms. Laura Mavretic  
Mr. & Mrs. Bland B. Pruitt  
Mr. and Mrs. Edwin S. Coates  
Mr. & Mrs. William S. Stanley III  
Mr. and Mrs. Robert C. McGaffin  
Mrs. Louise Cockerham  
Mr. & Mrs. Zack Ladd  
Mr. and Mrs. Doug Leary  
Ms. Caroline Kastelberg  
Mr. and Mrs. Alfred Shotwell  
Mr. and Mrs. David Jackson  
Ms. Marsha Palmer  
Mr. & Mrs. Harold G. Stanley  
Julian White Rawl  
Mr. and Mrs. Greenville Banks Jr.  
Mrs. David O. Bullock  
Mr. Marshall C. Evans  
Mr. and Mrs. W. Prentiss Baker  
Mrs. Iris T. Rogers

*in memory of Allen Hornthal*

Mrs. Mildred Liggett  
Mr. and Mrs. Allen and Lindsay  
Hornthal

*in memory of Amelita "Lita" Marinetti*

Mr. and Mrs. Robert McGaffin  
Mr. James H. Bundy

*in memory of Andrew Hayes*

Mr. and Mrs. Robert McGaffin

*in memory of Anne M. Powell*

Mr. and Mrs. Edwin S. Coates  
Mrs. Edith Klemstine  
Mr. and Mrs. James Hutchins

*in memory of Annette Owen*

Mrs. Nancy H. Logan  
Mr. and Mrs. Dean and  
Anne DeMasi

*in memory of Annie Jo Gardner*

Mrs. Iris T. Rogers  
Mrs. Julia McCullers  
Mrs. Louise Cockerham  
Mrs. Enniss Lasitter  
Rev. Phyllis Mayo  
Mrs. David O. Bullock  
Ms. Janice R. Christensen  
Mr. and Mrs. Albert H. Calloway  
Mr. and Mrs. Robert McGaffin  
Mrs. Dianne Tilghman  
Mrs. Sylvia P. Doles  
Mr. and Mrs. David and  
Barbara Smith  
Anonymous

*in memory of Barbara Freeze*

Mr. Harry Holladay

*in memory of Barbara Owens Elks*

Mr. and Mrs. Charles B. Elks  
Mr. James H. Bundy  
Mr. and Mrs. Albert H. Calloway  
Mrs. Louise Cockerham  
Mrs. Betsy Smith  
Mrs. Enniss Lasitter  
Mr. and Mrs. Robert McGaffin  
Mr. and Mrs. R.E. Cobb Jr.  
Mr. and Mrs. Hubert Charlton  
Mrs. Frances Price  
Mr. and Mrs. Dale F. Matzinger  
Mr. and Mrs. Edwin S. Coates  
Rev. Phyllis Mayo

*in memory of Benny Hockaday*

Mr. and Mrs. Gordon Keehn  
Mrs. Elizabeth M. Jones  
Mrs. Betsy Smith  
Mr. and Mrs. Edwin S. Coates

*in memory of Bernie Keiser*

Mr. & Mrs. Thomas H. Becker

*in memory of Betsy Coble*

Ms. Alexandra E. Campbell  
Mrs. Dianne Tilghman  
Mr. and Mrs. Hubert Charlton  
Mr. and Mrs. Robert C. McGaffin  
Ms. Janice R. Christensen

*Mr. and Mrs. Graham Anderson*

Mrs. Virginia Berendes  
Mr. Robert Gillam  
Mr. and Mrs. Albert H. Calloway  
Mrs. Sue L. Pauli  
Mrs. Sylvia P. Doles  
Dr. and Mrs. William F.  
"Ted" Young  
Mrs. Elaine H. Gillespie  
Mrs. Louise Cockerham  
Mrs. Betty Bridges  
Mr. and Mrs. Allen and  
Lindsay Hornthal  
Mr. Marshall C. Evans  
Ms. Patricia C. Slaughter

*in memory of Betty Plotkin*

Rev. Phyllis Mayo  
Janet Sparks  
Mr. and Mrs. Robert McGaffin

*in memory of Bill Marley*

Mrs. Mildred Liggett  
Mrs. Sylvia P. Doles  
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