Every Picture Tells a Story

ANNUAL REPORT
FISCAL YEAR ENDING FEBRUARY 28, 2014
Residents, staff, vendors and board members enjoyed the many special events of our 30th anniversary year in 2013. Yet, at Royal Oaks every year is a time for celebration. Our residents continue to be enlightened with activities and opportunities to stretch their minds, bodies and souls every day.

The Learning Tree, our lifelong learning program, completed its second year and added a summer session. In 2013, the program also added Road Scholar trips, in which our residents hit the road for fun excursions that educate, as well as entertain. With the resident-run curriculum, the program is a testament to the value of resident participation in all our operations.

That is the very reason we have residents on our Board of Trustees and all our committees. They keep us in touch with the real needs and interests of our most important constituency. It’s hard to understand why more CCRCs don’t make the most of this vital asset in the way Royal Oaks does.

Lifelong learning is just one item on a long list of “once new, now routine” programs at Royal Oaks. Another includes our special meal nights in the Grill and the Arbors and the monthly Passport adventures. Our pool continues to have expanded use, too. It’s used by our residents not only for fun and exercise, but also for beneficial therapy.

The changing face of our campus is another exciting development, as The Friendship House grows bigger every day. Once it is completed, renovations of the Health Care Center will begin. Plans for that phase of our constant renewal are already being developed.

While it’s exciting to talk about change and what’s new, the focus of the trustees and the administration also continues to be on the day-to-day responsibilities of management and leadership in our organization. That means providing efficient service to our residents and rewarding conditions for our staff, all within an economic setting that can be sustained into the future.

The quality and beauty of our campus is constantly improved and maintained at a modern technical level. Accomplishing this has almost become routine. Our residents could not be expected to settle for less, and we would never expect them to be satisfied with anything other than the top quality that is the standard for Royal Oaks.

The board’s principle role is to support the imagination of our staff and the stimulation of our community. We are so blessed by their continuous efforts to see us excel in this ever-changing adventure called aging.

Richard Herrmann
Chairman, Board of Trustees
The Royal Oaks Story

Every picture tells a story, and yet a picture of Royal Oaks Lifecare Community also tells thousands of stories in one.

It all began as the dream of founders Dr. J. Davis Illingworth and Mr. Roe Walker. Our doors opened in 1983, and through the years the community has made many improvements, built new structures and acquired additional land. Today, Royal Oaks is home to approximately 600 residents and employs more than 300 people.

Our beautiful 38-acre campus includes independent living apartments and garden homes, assisted living apartments, and a 125-bed skilled nursing facility. A sampling of our many amenities include a fitness center, library, computer lab, residents’ garden, wood shop, craft rooms, auditorium, wellness center and walking paths. The community maintains a strong and stable financial standing; it is one of only a handful of continuing care retirement communities (CCRCs) in the nation that has received an “A” rating from Fitch, a global credit rating agency.

Royal Oaks is a non-profit organization. Residents are assured their fees will come back to them during their life stay; these promises are also backed by the People of Faith Foundation, Inc. which holds more than $12 million in investment assets. The reserves are set aside to ensure that any Royal Oaks resident who, through no fault of their own, becomes unable to make their monthly service fee payment, would not be asked to leave. This is an astounding promise, and it has been kept for thousands of Royal Oaks residents for three decades.
Our Mission

Royal Oaks is a non-profit lifecare community promoting gracious and purposeful living in a vibrant environment that focuses on healthy aging, engaging activities, inspiring experiences, and meaningful holistic approaches to care through programs and services that support the highest degree of wellness and life satisfaction for each resident.

Our Vision and Values

- We focus on healthy aging which promotes optimal independent functioning.
- We facilitate engaging activities and programs which bring meaning and fulfillment to the lives of our residents.
- We promote a culture of care and concern for one another.
- We develop and maintain meaningful connections which enrich the lives of our residents.
- We are committed to fiscal responsibility.
- We are committed to the recruitment, training and retention of a concerned, dedicated, professional staff.
Welcome

It is hard to believe our 30th year has come and gone. Those first 30 years were remarkable! We look forward to the future with optimism and enthusiasm. Royal Oaks continues to be recognized as a leader in the retirement living field, and we are proud of our accomplishments this past year.

Breaking ground on The Friendship House was a highlight for us. When completed in early 2015, it will provide a home for residents who need memory support care and services. We were thrilled to receive an award for The Friendship House at the Leading Age national conference in Dallas, where our project was recognized as one that will promote dignity and quality of life for memory-challenged residents.

Our Mission, Vision and Values Statement were updated, remaining true to the same basic core principles and fundamentals established by our founders more than 30 years ago. Royal Oaks continues to remain financially strong. Residents can have confidence and peace of mind knowing we can meet our contractual obligation for their future service needs.

Dedicated staff members remain committed to upholding our high standards. The generosity of our residents is evident in their support of the employee scholarship fund, allowing our staff members to grow professionally and personally. For that, we are ever grateful. Mentoring and developing our staff is critical to the success of our organization and remains a priority.

Welcoming new residents into our Royal Oaks family is one of the things I love most about my job. The entire staff is committed to providing a rich resident experience that promotes engaging, inspired, vibrant living. It is a great time to be a part of Royal Oaks!

Kendra Eberhart
President and Chief Executive Officer
Focusing on the Community

“Selfies” may be the popular thing when it comes to taking pictures these days, but the residents and staff of Royal Oaks would rather focus their attention on others. Nothing feels better than giving back to the community. From walking to support Alzheimer’s research or collecting consumables for a food bank, to keeping a roadway clean or crafting toys for children in need, the desire to help others is woven into our very fiber.

Spreading holiday cheer
Benevilla has a special place in the hearts of Royal Oaks’ residents and staff members. Founded by the community for the community in 1981, it provides services to senior citizens in the West Valley to help them maintain their independence. This year, Royal Oaks CEO Kendra Eberhart and Chef Adam Rozewicz personally delivered 24 frozen turkeys donated by Royal Oaks to help Benevilla provide delicious holidays to the less fortunate. Most noted for their adult day care services, Benevilla also has caregiver support services and child care. To find out more, go online at www.benevilla.org.

Cleaning up
Our staff members volunteer quarterly to don fluorescent vests and get a little dirty in the spirit of keeping a part of the West Valley clean. Royal Oaks “adopted” a section of Old El Mirage Road from Grovers to Beardsley.

Crafting smiles
An on-campus project bringing joy to children was conceived this year by eight residents. The Royal Oaks Wooden Toy Crafters design and craft simple wooden toys for children’s hospitals, foster homes, shelters for women and other organizations providing care for preschool children in need. In the Royal Oaks Wood Shop, the volunteers make wooden cars, tractors, animals and even sewing machines. These lovely works of art are also showcased in The Gallery at Royal Oaks.
Mobilizing for emergencies
If a mass disaster were to happen in the Valley, or a neighboring city or state, the Sun City Fire Department (SCFD) is well equipped to respond with its new Mobile Disaster Response Unit made possible by a financial contribution from Royal Oaks. Our commitment to help neighbors outside of Royal Oaks is as strong as our promise to keep our residents safe. The SCFD has been a strong partner of ours for 30 years, responding to our needs day or night. By helping outfit the department with the Mobile Disaster Response Unit, we are able to help Sun City residents and beyond. The unit responds to mass disasters all around the area and provides triage and services such as IVs, oxygen and overall care until the wounded can get to a hospital.

Walking, sharing, helping
When a touch of fall arrived in the Valley, more than 90 residents and staff members joined together to walk in support of ending Alzheimer’s disease. A sea of blue Royal Oaks shirts dominated the Beardsley Recreation Center in Sun City West as we gathered early on a Saturday morning to walk for a cure. With the building of The Friendship House, the new memory care center on campus, it is fitting that we raise money to support such a good cause. To learn more how you can support Alzheimer’s research, go online at www.alz.org.

Giggling with Milo
There is nothing that brightens a resident’s day more than a visit from Milo, a Bouvier des Flandres therapy dog. Summit Therapy understands the joy pet therapy brings to residents and that a bit of love from a furry friend can speed the recuperation process. The Bouvier was chosen by Summit for pet therapy because of the breed’s high intelligence, even temperament and serene disposition (and that’s all great, but we love him because he is just so cute!).

Lending a hand
In the past seven years, the Valley View Community Food Bank has grown from a small pantry in Youngtown into its current home in the former Safeway store at 107th and Peoria. Royal Oaks resident and volunteer Betty Teeson has been a big contributor to that growth, taking in scores of food and clothing donations from our residents. In addition, residents Cary Otto, along with Chris Griffiths and Toby and Charlie Musgrave, rallied their Sun City bands to play in support of the Food Bank after they suffered losses from theft in their parking lot. One event alone raised more than 3,200 pounds of food!
Creating a picture of overall fitness for our residents and staff is a top priority at Royal Oaks. Our fitness expert Wendy Warchock keeps it fun by including many games and rewards for participating in her monthly fitness challenges. Employees receive incentives for staying fit and smoke free, including movie tickets; free massages by a licensed onsite masseuse; fitness clothing and equipment; gift cards; free one-on-one time with a personal trainer; bonus points towards fabulous prizes; and many other benefits. Wendy was recently chosen to present her Fit, Fun & Fabulous program at the Leading Age Conference in Scottsdale, Arizona.

**Residents dig water volleyball**
Several mornings each week, cheers, splashing, hoots and hollers can be heard soon after the Evergreen Fitness Center opens its door. Many of the residents playing water volleyball in our indoor pool say it’s the highlight of their day.

Beyond fun and games, the fitness center pool also provides the opportunity for residents with physical weakness and limited mobility to find new vitality and grace in the water. The buoyancy in a swimming pool eases pain, makes movement more fluid and keeps residents “light” enough to walk, kick and stretch in ways that are no longer possible for them on land.

**Can you say Wii**
Virtual reality games are hugely popular, not only because they are so much fun, but also because they level the playing field. With the advent of Wii Bowling, our most and least agile athletes can compete with equal physical skill. Residents who were unable to grasp a bowling ball in recent years due to arthritis, stroke, Parkinson’s or other challenges are once again able to enjoy their favorite sport and be competitive.

Our annual golf tournament this year included a great mix of residents, staff and vendors. The men’s trophy was awarded to the four-some that included residents Ed Sullivan and Don Cummings, Security Supervisor Brian Cornelius and dentist Tom Sigrist. The women’s trophy went to the three-some of Marketing Director Vicki Ullery, Community Educator Brenda Midbrod and Social Services Specialist Sue Spingola.
Staff team-building events—like this romp through the Art District in downtown Phoenix on a bicycle built for six—are great ways to come together, reduce stress and have fun.

Resident Jim Hobart can often be seen tooling around our campus and local city streets on his recumbent bike. Jim has been riding bikes all his life, but took up this sport in earnest once he retired to Tucson 22 years ago. He began with a regular bike and since retiring in 1995, has biked the equivalent of going around the world one and a quarter times. Ten years ago, he switched to the recumbent and has ridden more than 15,000 miles since. His longest trip was 85 miles. He likes the recumbent because of the back support and low center of gravity. “You can get your legs on the ground faster,” laughs Jim.

Mental health is a key component of a truly fit and fabulous life. The Learning Tree at Royal Oaks offers college-level classes in a wide variety of subject areas for engaging minds and passions in lifelong learning experiences. Arts, humanities, economics, languages, history... you name it, we’ve got it, or we’ll get it for you. This year The Learning Tree was selected to present our program of higher education for residents at the Leading Age state conference in Scottsdale, Arizona and at the Leading Age national conference in Nashville, Tennessee.
Say Cheese

You can also say steak, wine, soup, salad and much more. Royal Oaks offers its residents a wide range of daily dining options, from casual to upscale, as well as many special culinary events throughout the year.

Our annual Resident Appreciation Dinner is one of the most anticipated events of the year. Everyone dresses in their finest. Table settings are exquisite. Champagne flows and culinary masterpieces are savored. Entertainment is first class. It’s a truly royal experience.

The Learning Tree offered classes in wine appreciation this year, which culminated in an enhanced dining experience at the upscale Arbors restaurant. Now that residents understand which wines complement certain foods, they are able to make choices that bring out the flavors of the food they love.

Royal Oaks won the Leary Regional Award for dining excellence this year. As one of only a few regional training centers for Morrison Foods, we pride ourselves on being a cut above and providing consistently excellent meals and services for our residents.
A Passport to Fine Dining

Lobster bisque to make your mouth water, salad with the perfect amount of goat cheese, lamb chops grilled to perfection, the finest tenderloin prepared with the perfect sauce…

The Arbors is the fine-dining restaurant on campus and Maître d’ Bob Crooks brings years of country-club experience to our residents. He will recommend the perfect Pinot, surprise you with an anniversary dessert, and make your dining experience the finest in the West Valley. The theme events he plans may even have you dressing the part.

This year we featured a series of “Passport” events for our residents. Each resident received a Passport to bring to multiple events featuring foods from around the world. Residents with all stamps in their Passport by the end of the series were entered into a special drawing for prizes. As weather permitted, most of the events were held on our patio and often featured live music. Featured dishes were from Germany, Poland, Holland, and many others.
Some like it cold
Web-footed friends were high on the “must see” list for Ken and Carol Pierick during their trip to the Antarctic this year. They got up close and personal with lots of Gentoo Penguins. It was a toss-up if the tuxedoed critters or the sunlight dancing off the glaciers got more photo ops. On the ship, the musician in Ken even found a gathering of cool jazz artists who invited him to jam.

Some like it hot
Brazil was the destination for Arnie and Peggy Vogel as they explored the Amazon by sea and land. The Vogels soon learned why the natives sleep on hammocks. Manaus has the reputation of being oppressively hot and steamy with average temps at about 85 degrees and humidity at 95 degrees.

The motorized canoe in which they cruised provided some breeze and the snapping alligators provided even more. With several days of Amazon excursions behind them, they headed to Tobago, Trinidad’s pretty little sister island. When Arnie was in the Peace Corps, he had lived in Jamaica and was eager to see these neighboring islands. The last stop before heading back to Sun City was St. Maarten, where they celebrated their final stop with 20-plus Harley bike riders on the beach.

Living life to the fullest is definitely the Piericks’ mantra. The past year included many domestic trips, and prior to the Antarctic adventure, they jetted off to the Amazon, Norway and the Caribbean. This upcoming year will find them doing a Road Scholar trip to the Arctic followed by a cruise to Hawaii and Tahiti, where their accommodations will be a bungalow on stilts over the sea.
Some like it blue

Kris and Richard Coates found time to explore Mexico and Costa Rica before taking a dream boat trip through the Panama Canal. Crocodiles on the banks, and Roseate Spoonbills and other birds on the mudflats captured much of Richard’s attention in Costa Rica. Meanwhile, the flora made Master Gardener Kris click away with her camera. Seeing the canal up close was a once-in-a-lifetime experience.

The next stop on the journey, Cartagena, Columbia, included a fascinating visit to The Old Walled City. Then on to Grand Cayman, where the couple found endangered blue iguanas wandering around at the Queen Elizabeth II Botanical Park. But did you know they aren’t actually blue?

Some like to eat bugs

Judi Didcoct keeps airlines in business. For years, she has traveled to all corners of the world with Global Volunteers. In November 2013, Judi traveled to Hanoi, Vietnam on a project to advance English language skills. The group had two missions. One was to assist blind and partially-sighted people become skilled in English to communicate with their clients at a local massage spa; the second was to assist blind and partially-sighted teachers, students and others at the Institute for the Blind in learning conversational English.

After the two-week immersion of teaching, Judi proved that volunteering is not all work and no play. She and the other volunteers managed to relax on the beach, tour a pearl farm, paddle through a floating fishing village, take a cooking class and ham it up with some karaoke. She even sampled tarantula and silkworm—local delicacies—and lived to tell the story.
Royal Portraits from Around the Globe

Our residents and staff hail from all parts of the world, and a recent event brought out the flags of all the nations. Residents with German ancestry outnumber all other nationalities, with those from Great Britain ranking a close second. The Irish are a large group, too, and our ranks also include one Australian, two Russians and a Viking.

One thing we all have in common is the desire to understand and embrace people of different cultures. Residents are especially curious to have employees elaborate on their lives in their native countries.

Royal Oaks employs many staff members born in countries outside of the United States.

Assisted Living Manager Marisol Vergara, CNA Yolanda Cristal, and 30-year employee Isabel Morgan from our care center are all from the Philippines. Greg Jarzabek heralds from Krakow, Poland, and his Refurbishing Department teammate Ivan Nazarenko arrived in Arizona from Kazakhstan. Brothers Marian, Karol and Roman Francuzik also immigrated to the United States from Poland. RN Claudia Zdremtan and CNA Emma Horga are from Romania. Nadine Cox, the Receiving Supervisor, found her way to Phoenix from Germany.

Almost every department at Royal Oaks is blessed with workers from our neighbor to the south, who do their best every day to make Royal Oaks the happiest, cleanest, most beautiful and best community in Arizona. Dietary Manager Jose Buendia, Life Enrichment Coordinator Maria Baugh and CNA Dolores Grijalvare, are all members of our professional team from Mexico. Our team members have great hobbies, too. Jose is an excellent athlete, with competitive biking being a passion.

Caregivers Abiola Aje-Otekalu, Olubisi Ajao and Janet Olorunfemi, LPN, are from Nigeria; and CNAs Charity Adoo and Grace Afrigana also call Africa home.
A second home, a second family

Ten years ago, Rosemary Okike moved from Nigeria to America with the hope of providing a better life for her children. Two of her children are now pursuing doctorate degrees in London, one is in medical school in Ukraine, and the youngest studies chemical engineering at the University of Arizona. Rosemary is a CNA in our Health Care Center and loves working the night shift because she is awake at the same time her children are awake overseas.

“We moved to pursue the American Dream. God had this plan for my life,” said Rosemary. “Royal Oaks is my second home; my second family. It is so clean, so friendly. It is the place to be!”
A Panoramic View

Highlights from 2013

• The annual Spring Festival appreciation dinner, hosted jointly by the Foundation and the Fund Development Committee, raised nearly $241,000.
• The employee auction contributed more than $49,000 to the Foundation.
• Gift Annuities of approximately $534,500 and $108,900 were granted to Royal Oaks and the Foundation, respectively.
• Employee scholarships totaling $73,650 were awarded.
• The campus reached 100 percent occupancy with a strong Priority List.
• Friendship House Memory Care Center broke ground for construction.
• Open Dining was introduced in all care levels.
• Friendship House won an Architectural Design Award from the American Institute of Architects.
• The Health Care Center received yet another Excellent rating from the state.
• Royal Oaks was awarded “Best Website” in the national MOMBA Awards.
• The Art Gallery debuted, showcasing resident creativity.
• Personal Care Suites on the second floor of the care center were renovated.
• The Chapel was given a makeover with new paint, carpet and chairs; the Life Enrichment Center and Illingworth Center received new carpet and furniture; the apartment building lounge areas were refreshed with new furnishings.
• The satellite TV system was upgraded so residents can enjoy DVR and HD; internet service was improved to offer higher speed levels.
• The Learning Tree lifelong learning program boasted a record numbers of classes and students, and Road Scholar trips augmented the offerings.
• For the first time, residents taught a section of the employee Customer Service curriculum.
When our residents, staff and other constituents work together, the story always has a happy ending.

**Ultimate customer service**

We don’t know who is luckier—our residents and staff who get to work with enthusiastic medical, dental, nursing and pharmacy students, or the students who always have bright faces and quick smiles when they do rotations here to learn by helping our residents. Royal Oaks has partnerships with Grand Canyon University and Midwestern University, who bring students here on a regular basis. In fact, Midwestern’s dental and eye clinics have satellite offices on campus to better serve our community.

Who better to teach our employees about ultimate customer service than the residents who are recipients of the service? For the first time, residents were the instructors and employees listened raptly as they heard first-person stories of the excellent customer service they receive from staff.

Speaking of fine customer service, the tables are literally turned each year when residents volunteer to be the servers at the annual holiday employee breakfast. Donning holiday clothes, the residents have a ball serving coffee, clearing dishes and joking with the people who usually are on the giving side of serving.

Residents work side-by-side with members of the administration and dining teams to make our events memorable. Whether planning 30th Anniversary celebrations, hosting Norwegian dancers, or promoting the Olympic games held on campus, residents and staff always found time to pose for a few photos.
This story is no fairy tale. The residents at Royal Oaks have many magical talents and they love sharing them with others.

A visit to a CCRC in Dallas that displayed outdoor sculpture spurred Marketing Director Vicki Ullery to go on a hunt for Royal Oaks artists whose work could be showcased in an onsite gallery. And what treasure she found. A large, brightly-lit room in the Life Enrichment Center now houses exhibits of pottery, paintings, weavings, jewelry, sketches and even homemade toys for all to enjoy.
Music is always in the air
Whether it’s singing for health care center residents, performing in the lobby to a big crowd, or plucking a ukulele for their own enjoyment, our residents are not shy about expressing their musical talent. Many pianos, organs, string, brass and percussion instruments can be found in resident homes and they unleash their talents for all to appreciate.

Ken Pierick, Art Colwell, Bill Kennedy, and George Caruso have a combo, The Royalaires, which entertain regularly in the lobby. Employee David Martorelli often joins in on drums. Residents and employee vocalists step up to the mic and join in the fun. Their tunes alternate weekly with the sweet piano playing of Carolyn Modeen. A large group of residents, sheet music in hand, warm the campus with their melodies. Kim Deal is a classically-trained singer who is both entertaining and entertained by all the music around the campus!

When he isn’t playing his baby grand piano in his apartment, Charlie Musgrave conducts the Desert Brass Band and serves as associate conductor of the Sun City Concert Band. He also plays in the Sun City Chamber Orchestra and the Sun City West Wind Ensemble. His wife, Toby, joins him to play in the concert band and wind ensemble. Cary Otto and Chris Griffiths play in the Sun City Pops Band.

Don Gill grabs his harmonica and often jams with Paul Hensel on accordion, Cary Otto on sax, and David Kennicott on the viola. Paul is also known to gather quite a crowd when he plays the chapel organ. The piano in the third floor lounge is Darlene Harrison’s instrument of choice as a crowd gathers several times a week to socialize and enjoy tunes. And if you sneak down to the game room on some weekdays, you may hear the tinkering of songs like Hello Dolly emanating from residents on tiny stringed instruments, compliments of the Ukulele Club.
Royal Oaks’ positive financial performance in this fiscal year is consistent with recent years and continues to position the organization in a manner that provides comfort and security to residents. Operations improved this year largely due to stronger economic conditions that enhanced Royal Oaks’ ability to better weather the future and its uncertainties.

Favorable outcomes for our investments resulted from a closely-monitored, safely-diversified portfolio. The investment policy statement adopted by our Board of Trustees helped to provide financial stability for our residents and our company.

We frequently draw from our investments to provide for capital projects that not only have an operational benefit, but will also have a significant positive benefit on the future of the company. Two medical vans and a new 14-passenger bus will carry our residents safely. New furnishings throughout the apartment building modernized its appearance. Improving the satellite television system resulted in more HD channels and DVR capability. Breaking ground on The Friendship House was a crowning achievement for our organization this year. These projects and many others that were carried out were necessary for us to continue to attract new residents and maintain the satisfaction of our current population.

We are confident about the financial well-being of our organization. We continue to hold an “A” rating from Fitch Ratings, an honor we first earned in 2004. Our financial wherewithal is prioritized to ensure we meet the expectations of our residents, our Board of Trustees, our staff and our creditors. We are committed to our financial success to allow us to fulfill our mission.
The People of Faith Foundation offers a confidential financial-assistance program to those residents who, through no fault of their own, become unable to afford their monthly service fee, partially or entirely. This service, which began in 1983, is the flagship program that continues to benefit all residents by providing financial peace of mind. No other retirement community foundation in Arizona has established the resources to offer this type of program, which also pays 3 percent of each resident’s bill. Our residents continue to benefit from this philanthropic commitment made by our Foundation board members years ago.

This year, Foundation board members approved another program to provide peace of mind. The Foundation enhanced its charitable services to residents by covering the costs of our internal personal medical alert system. This system protects our residents when friends, staff and family are not with them.
## Statement of Financial Position

**People of Faith, Inc. dba Royal Oaks and People of Faith Foundation, Inc.**
**Combined Balance Sheets**

<table>
<thead>
<tr>
<th></th>
<th>Year Ending 2/28/2014</th>
<th>Year Ending 2/28/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$2,215,000</td>
<td>$2,644,000</td>
</tr>
<tr>
<td>Accounts Receivable, Inventories and Prepaid Expenses</td>
<td>551,000</td>
<td>537,000</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>2,766,000</strong></td>
<td><strong>3,181,000</strong></td>
</tr>
<tr>
<td><strong>Long Term Investments</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted Investments</td>
<td>77,729,000</td>
<td>62,150,000</td>
</tr>
<tr>
<td>Amounts Invested Under Gift Annuity Contracts and Restricted</td>
<td>2,531,000</td>
<td>8,562,000</td>
</tr>
<tr>
<td><strong>Total Long Term Investments</strong></td>
<td><strong>80,260,000</strong></td>
<td><strong>70,712,000</strong></td>
</tr>
<tr>
<td><strong>Physical Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Includes buildings, equipment, furniture, vehicles and land at cost, less a portion expensed in operations each year)</td>
<td>45,482,000</td>
<td>42,933,000</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$128,508,000</strong></td>
<td><strong>$116,826,000</strong></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Accounts Payable, Accruals, Priority List Deposits)</td>
<td>$2,415,000</td>
<td>$2,007,000</td>
</tr>
<tr>
<td>Deferred Entrance Fees</td>
<td>43,653,000</td>
<td>42,465,000</td>
</tr>
<tr>
<td>(A portion of entrance fees is taken into income each year)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future Payments for Gift Annuities</td>
<td>2,532,000</td>
<td>2,618,000</td>
</tr>
<tr>
<td>Long Term Debt</td>
<td>27,110,000</td>
<td>27,890,000</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>75,710,000</strong></td>
<td><strong>74,980,000</strong></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>47,366,000</td>
<td>37,134,000</td>
</tr>
<tr>
<td>Temporarily Restricted for Donor Obligations</td>
<td>5,432,000</td>
<td>4,712,000</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>52,798,000</strong></td>
<td><strong>41,846,000</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$128,508,000</strong></td>
<td><strong>$116,826,000</strong></td>
</tr>
</tbody>
</table>
# People of Faith, Inc. dba Royal Oaks and People of Faith Foundation, Inc.
## Combined Statements of Operations

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amounts collected from residents to provide care</td>
<td>$16,482,000</td>
<td>$16,066,000</td>
</tr>
<tr>
<td>Entrance fee revenue</td>
<td>6,059,000</td>
<td>5,933,000</td>
</tr>
<tr>
<td>Contributions received</td>
<td>175,000</td>
<td>571,000</td>
</tr>
<tr>
<td>Investment income</td>
<td>5,498,000</td>
<td>4,778,000</td>
</tr>
<tr>
<td>Other Income</td>
<td>1,536,000</td>
<td>1,052,000</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>29,750,000</strong></td>
<td><strong>28,400,000</strong></td>
</tr>
</tbody>
</table>

| Expenses                                       |                        |                      |
| Direct costs of providing care to our residents | 20,055,000             | 19,545,000           |
| Depreciation expense                           | 3,961,000              | 3,826,000            |
| Interest expense on our debt                   | 304,000                | 450,000              |
| **Total Expenses**                             | **24,320,000**         | **23,821,000**       |

| Market increase (decrease) in value of investments |                         |                      |
| 4,802,000                                          | 521,000                 |

| Increase in Net Assets                         |                         |                      |
| $10,232,000                                      | $5,100,000              |
We’re proud that Royal Oaks, its residents and staff support many community organizations through leadership, volunteer time, facilities and financial contributions. Among the organizations we support:

Alzheimer’s Association
American Legion Post #62
Arizona StandDown for Homeless Veterans
Banner Boswell Memorial Hospital
Benevilla
Blue Star Moms
Central Arizona Shelter Services
City of Phoenix
Civil War Trust
Community View Food Bank
Deer Valley Unified School District
Desert Sky Middle School
Development Enrichment Centers
Dream Center
Emmanuel Baptist Church
Friendship Village of Tempe
Habitat for Humanity
Hacienda Skilled Nursing Center
Heard Museum
Highway Christian Hospice
Homeless Connect
Hospice of the Valley
Justa Center
Kiwanis International
Leading Age
LifeStream
Lions Club International
Maricopa County Adopt a Road
Midwestern University
Military Family Support Group
Missions Door
Operation Homefront
Patriot Guard Riders
Peoria Foster Care
Peoria Unified School District
Phoenix Rescue Mission
Price Care Hospice
Scottsdale Center for the Performing Arts
St. Mary’s Food Bank
Stardust Building Supplies
Sun City Fire Department
Sun City Sheriff’s Posse
Sun City Lions
Sun City Visitors Center
Sun Valley Lodge
Trilogy Players
Valleym View Community Food Bank
Valley View Thrift Store
Wat Promkunaram,
Thai Buddhist Temple of Arizona
Watoto Child Care Ministry

A Snapshot of Giving Back
Those who can, do. Those who can do more, volunteer.

“I’ve learned that you shouldn’t go through life with a catcher’s mitt on both hands. You need to be able to throw something back.”

—Maya Angelou
Humanitarian/Writer
People of Faith Foundation, Inc. Donors

Royal Oaks is fortunate to have many generous donors who support our foundation and general development fund.

<table>
<thead>
<tr>
<th>Ms. Janice Affleck</th>
<th>Ms. Zana Carter</th>
<th>Mr. &amp; Mrs. Don Finch</th>
<th>Mr. &amp; Mrs. Jack Graham</th>
<th>Ms. Ruth Herman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. &amp; Mrs. Cliff Ahlgren</td>
<td>Ms. Inez Chilcutt</td>
<td>Mr. &amp; Mrs. David Forsberg</td>
<td>Mrs. Regina Green</td>
<td>Mrs. Helen Herrboldt</td>
</tr>
<tr>
<td>Mr. &amp; Mrs. Dick Albrecht</td>
<td>Mr. &amp; Mrs. Floyd Chmelka</td>
<td>Mr. &amp; Mrs. Bob Gard</td>
<td>Mr. &amp; Mrs. Chris Griffiths</td>
<td>Mr. &amp; Mrs. Jim Hill</td>
</tr>
<tr>
<td>Mr. &amp; Mrs. Lou Arau</td>
<td>Mrs. Lucille Clark</td>
<td>Mr. &amp; Mrs. Jim Garvin</td>
<td>Mr. &amp; Mrs. Dale Hall</td>
<td>Ms. Dorothy Hills</td>
</tr>
<tr>
<td>Ms. Diane Astros</td>
<td>Mr. &amp; Mrs. Harold Cleveland</td>
<td>GE Foundation</td>
<td>Ms. Jean Hallman</td>
<td>Ms. Shirley Hochstein</td>
</tr>
<tr>
<td>Mr. &amp; Mrs. Harold Bachman</td>
<td>Mr. &amp; Mrs. Billy Coats</td>
<td>Mrs. Frances Gehm</td>
<td>Ms. Alverta Hanson</td>
<td>Ms. Joyce Holland</td>
</tr>
<tr>
<td>Mrs. Char Baierschmitt</td>
<td>Mr. &amp; Mrs. Arthur Colwell</td>
<td>Mrs. Frances Geib</td>
<td>Ms. Darlene Harrison</td>
<td>Mr. Leland Horton</td>
</tr>
<tr>
<td>Mrs. Anne Baker</td>
<td>Ms. Mary Catherine Conley</td>
<td>Mr. &amp; Mrs. Hamilton Geisbert</td>
<td>Mr. &amp; Mrs. Earl Hartman</td>
<td>Mrs. Kay Howard</td>
</tr>
<tr>
<td>Mr. Don Ballard</td>
<td>Mr. George Conroy</td>
<td>Mrs. Janet Ghattles</td>
<td>Ms. Peggy Hawley</td>
<td>Mrs. Marilyn Hubert</td>
</tr>
<tr>
<td>Mr. Herbert Banks</td>
<td>Ms. Shirley Converse</td>
<td>Ms. Sylvia Hays</td>
<td>Mr. &amp; Mrs. Harry Hemphill</td>
<td>Mr. Ed Hughes</td>
</tr>
<tr>
<td>Mr. &amp; Mrs. Mike Baran</td>
<td>Ms. Dorothy Cook</td>
<td>Ms. Charlotte Carrico</td>
<td>Mr. &amp; Mrs. Jack Illgnier</td>
<td>Ms. Helene Jacob</td>
</tr>
<tr>
<td>Mrs. Joyce Barrett</td>
<td>Ms. Lillian Crispin</td>
<td>Mr. &amp; Mrs. Myles Daitzman</td>
<td>Mr. &amp; Mrs. Dennis Jensen</td>
<td>Mr. &amp; Mrs. Bob Kennedy</td>
</tr>
<tr>
<td>Mrs. Barbara Barth</td>
<td>Mr. &amp; Mrs. Richard Davis</td>
<td>Mr. &amp; Mrs. Richard Davis</td>
<td>Mr. &amp; Mrs. Daryl Johnson</td>
<td>Mr. &amp; Mrs. Robert Kenney</td>
</tr>
<tr>
<td>Mr. &amp; Mrs. Donald Baumann</td>
<td>Mr. &amp; Mrs. Fred Delay</td>
<td>Mr. &amp; Mrs. Allen Denson</td>
<td>Mr. &amp; Mrs. Murray Johnson</td>
<td>Mr. &amp; Mrs. David Kennicott</td>
</tr>
<tr>
<td>Mr. &amp; Mrs. Max Beach</td>
<td>Mr. &amp; Mrs. Richard Dewey</td>
<td>Mr. &amp; Mrs. Frank Dorrin</td>
<td>Ms. Jane Jones</td>
<td>Mr. &amp; Mrs. Dick King</td>
</tr>
<tr>
<td>Ms. Miriam Bedwell</td>
<td>Ms. Judi Didcoci</td>
<td>Mr. &amp; Mrs. Victor Dourte</td>
<td>Mr. Jack Jordan</td>
<td>Ms. Darlene J. Kinzel</td>
</tr>
<tr>
<td>Ms. Loraine Bell</td>
<td>Mr. &amp; Mrs. Fred Dorrin</td>
<td>Mrs. Margaret Eden</td>
<td>Mr. &amp; Mrs. Bob Kennedy</td>
<td>Ms. Marilyn Kluge</td>
</tr>
<tr>
<td>Mr. &amp; Mrs. Gerald Bougnet</td>
<td>Mr. &amp; Mrs. Victor Dourte</td>
<td>Ms. Irene Ehler</td>
<td>Mr. &amp; Mrs. Robert Kenney</td>
<td>Mr. &amp; Mrs. Nat Kuznitz</td>
</tr>
<tr>
<td>Mr. &amp; Mrs. John Boyle</td>
<td>Mrs. Margaret Eden</td>
<td>Mrs. Mary Ehhrhardt</td>
<td>Mr. &amp; Mrs. David Kennicott</td>
<td>Mr. &amp; Mrs. Dick King</td>
</tr>
<tr>
<td>Ms. Irene Branson</td>
<td>Ms. Irene Ehler</td>
<td>Ms. Charlotte Erb</td>
<td>Mr. &amp; Mrs. Dick King</td>
<td>Ms. Darlene J. Kinzel</td>
</tr>
<tr>
<td>Mr. David Burrows</td>
<td>Mrs. Mary Ehhrhardt</td>
<td></td>
<td></td>
<td>Ms. Marilyn Kluge</td>
</tr>
<tr>
<td>Mrs. Marguerite Bushnell</td>
<td>Ms. Charlotte Erb</td>
<td></td>
<td></td>
<td>Mr. &amp; Mrs. Nat Kuznitz</td>
</tr>
</tbody>
</table>
Mr. Ken Lamberty
Ms. Lillian Longley
Mr. & Mrs. Chuck Lundeen
Mr. Allen Lundsberg
Mr. & Mrs. Fred Mac Farlane
Mr. & Mrs. Robert Martin
Mr. & Mrs. George Maxwell
Ms. Dolores McCaskey
Mrs. Anna Mae McCracken
Mrs. Martha McMahon
Mr. & Mrs. Donald McMillan
Mrs. “Teen” McNicol
Mrs. Ruth Mehl
Mr. & Mrs. Arthur Michaelson
Mr. Mich Michaud
Mrs. Esther Miller
Ms. Gertrude Miller
Mr. & Mrs. Roland Miller
Mr. Stanley Mills
Mr. & Mrs. Toby Musgrave
Mr. Walt Oleszkowicz
Mr. & Mrs. Arnie Olson
Mr. & Mrs. Earl Olson
Mrs. Marcella O’Neill
Mr. & Mrs. Frank O’Shaughnessy
Mr. & Mrs. Jack Otto
Mr. & Mrs. Stan Pappas
Mr. & Mrs. Bob Papsdorf
Ms. Geraldine Paul
Mr. & Mrs. Harold Peterson
Mr. & Mrs. Bill Pint
Mr. & Mrs. John Pitzer
Mr. Howard Poch
Mr. & Mrs. Burt Poole
Ms. Alice Pueringer
Mr. & Mrs. Art Rasi
Mr. & Mrs. David Rathjen
Mr. & Mrs. Don Rawson
Mrs. Esther Rayspes
Mr. & Mrs. Gordon Rholl
Mr. & Mrs. Arthur Riewald
Mrs. Edie Riley
Ms. Betty Roberts
Mr. & Mrs. Dean Robison
Mrs. Beverly Roeger
Mrs. Mary Lou Roof
Mr. & Mrs. Jerrold Rosebery
Royal Oaks Crafts
Ruder Ware LLSC
Mr. & Mrs. Gordon Russell
Ms. Rosella Saelinger
Mrs. Peggy Salisbury
Mrs. Joan Schlutter
Mr. & Mrs. Robert Schmidt
Mr. Roland Schroeder
Ms. Dotti Scordato
Ms. Diane Seeley
Mr. & Mrs. John Shane
Mrs. Joyce Sheker
Ms. Thelma Sherrill
Mr. & Mrs. Robert Showers
Mr. & Mrs. Tom Smiley
Ms. Flossie Smith
Mr. & Mrs. Donn Spencer
Mr. & Mrs. Lowell Spooner
Mr. & Mrs. Al Staples
Mrs. Mildred Steere
Mrs. Grace Stough
Mr. & Mrs. Ed Sullivan
Mrs. Patricia Swinger
Mrs. Reva Taylor
Ms. Betty Teeson
Mrs. Becky Tenpas
Mr. Elmer Tepper
Mr. Alex Thompson
Mrs. Maxine Thompson
Mr. & Mrs. George Timmer
Ms. Hope Underwood
Ms. Lory Vaichinger
Mr. Lorenzo Villa
Mr. & Mrs. Arnold Vogel
Mrs. Jeannette Volkman
Mr. William Waits
Ms. Janice Walker Pogue
Mrs. Enez Weiler
Mrs. Anne Wells
Ms. Rose Wetmore
Mr. & Mrs. Chuck Wilbur
Mr. & Mrs. Paul Wold
Ms. Bette Woodward
Mrs. Grace Woofter
Ms. Mary Wylie
Mrs. Doris Yock
Ms. Shirley Zengler
Royal Oaks Development Fund

CHAPEL
Emmanuel Baptist
Mr. & Mrs. Dick Faytinger
Mr. & Mrs. Jim Hill
Mrs. Bette Mann
Mr. & Mrs. Roger Otterson
Mrs. Dolly Wiedeman
Mr. & Mrs. Tom Xanthos

FLOWER/ROSE GARDEN FUND
Mrs. Carol Blackman
Mr. Joe Brooks
Mr. & Mrs. Don Byrne
Ms. Inez Chilcutt
Ms. Brigitte De Felice
Mr. & Mrs. James Hobart
Ms. Joyce Holland
Mrs. Margaret Stahl
Mr. & Mrs. Jack Stanfield

FRIENDSHIP HOUSE
Ms. Janice Affleck
Mr. Cliff Ahlgren
Mrs. Barbara Allen
Mrs. Mary Anderson
Mr. & Mrs. Harold Bachman
Mr. & Mrs. Lew Belden

Mr. & Mrs. Gerald Bougeit
Mr. & Mrs. Bill Brandel
Mrs. Gisela Bresser
Mr. & Mrs. Clayton Brower
Mrs. Frances Brunson
Mrs. Madge Buehler
Mr. David Burrows
Mr. & Mrs. Robert Cameron
Ms. Zana Carter
Mrs. Lucille Clark
Mr. & Mrs. Harold Cleveland
Mr. & Mrs. Don Cummings
Ms. Brigitte De Felice
Ms. Judi Didcoct
Mr. & Mrs. Donald Duncan
Mr. & Mrs. John Egan
Mrs. Margaret Eden
Mr. & Mrs. Joe Fleming
Mr. Melvin Franck
Mr. & Mrs. Chris Griffiths
Mr. & Mrs. John Groff
Dr. Linda Hall
Mr. & Mrs. Harold Hammond
Mr. & Mrs. Earl Hartman
Mr. & Mrs. Paul Hensel
Mr. & Mrs. Richard Herrmann
Mr. & Mrs. Jim Hill
Ms. Loraine Bell
Mr. & Mrs. Rex Hill
Ms. Joyce Holland
Ms. Margaret Horton
Mrs. Irene Johnson
Mr. & Mrs. Murray Johnson
Mr. Jack Jordan
Ms. Jean Katrulya
Ms. Lucy Kelly
Mr. & Mrs. Walter Kennedy
Mr. & Mrs. David Kennicott
Mr. & Mrs. Dick King
Mrs. Helen Kucharski
Mr. & Mrs. Nat Kuznitz
Mr. Ken Lambert
Ms. Betty Leke
Mr. & Mrs. Chuck Lundeen
Ms. Anna Mae McCracken
Mr. & Mrs. Robert McCracken
Mrs. Martha McMahon
Mrs. Teen McNicol
Mrs. Ruth Mehl
Mr. Stanley Mills
Mr. & Mrs. Glenn Modeen
Mr. & Mrs. Hank Mueller
Mr. & Mrs. Robert Munter
Mr. & Mrs. Alfred Oftedahl
Mr. & Mrs. Arnie Olson
Ms. Rosemary Peterson

Mr. & Mrs. Dave Rathjen
Mr. & Mrs. Dean Robison
Mrs. Beverly Roeger
Mr. & Mrs. Jerrold Rosebery
Mrs. Harmony Rud
Mrs. Mid Sanders
Mr. Al Schmode
Ms. Shirley Schulte
Ms. Diane Seeley
Ms. Flossie Smith
Mr. & Mrs. Lowell Spooner
Mrs. Margaret Stahl
Mr. & Mrs. Al Staples
Mr. & Mrs. George Stensland

Mr. & Mrs. Art Taylor
Ms. Elizabeth Teeson
Mr. Elmer Tepper
Mrs. Maxine Thompson
Ms. Helene Tighe
Mr. & Mrs. Ken Truckenbrod
Mr. & Mrs. Richard Vegso
Mr. & Mrs. Tom Voros
Mr. William Waits
Mr. Gordon Walker
Mr. & Mrs. Preston Welch
Mr. & Mrs. Howard Wells
Mrs. Florence Wiggins
Mr. & Mrs. David Witt
Mr. & Mrs. Richard Mann
Mr. & Mrs. Donald McPherson
Ms. Virginia Milligan
Ms. Vivian Wood

GENERAL OUTRIGHT
Mr. & Mrs. Bill Pint
Ms. Janice Affleck
Mr. & Mrs. Cliff Ahlgren
Mrs. Irene Allmaras
Mr. & Mrs. Harold Bachman
Mr. Don Ballard
Mr. & Mrs. Max Beach
Ms. Loraine Bell
Mrs. Gail Bohac
Mr. & Mrs. Sam Borah
Mr. & Mrs. Gerald Bougneit
Mr. & Mrs. John Boulware
Mrs. Madge Buehler
Mr. & Mrs. Don Byrne
Ms. Inez Chilcutt
Mrs. Lucille Clark
Mrs. Ruth Clark
Mr. & Mrs. William Conner
Ms. Maxine Conrad
Mrs. Ro Dalos
Mr. & Mrs. Fred Delay
Mr. & Mrs. Richard Dewey
Mrs. Phyllis Diamond
Ms. Judi Didcoct
Mr. & Mrs. Victor Dourte
Mrs. Bernadine Durrenberger
Mrs. Margaret Eden
Mr. & Mrs. Dick Faytinger
Mr. & Mrs. Don Finch
Mr. & Mrs. Bob Gard
Mrs. Barbara Gerken
Mr. & Mrs. Ed Glander
Mrs. Virginia Gleason
Mrs. Regina Green
Mr. & Mrs. Chris Griffiths
Mr. & Mrs. Dale Hall
Ms. Darlene Harrison
Mrs. Peggy Hawley
Mrs. Sylvia Hays
Mrs. Dorothy Hemphill
Mr. & Mrs. Jim Hill
Ms. Joyce Holland
Mr. & Mrs. H.S. Howell
Mr. & Mrs. Jack Illgner
Mr. & Mrs. Murray Johnson
Ms. Jane Jones
Mr. Jack Jordan
Mr. & Mrs. David Kennicott
Mr. & Mrs. Dick King
Mr. & Mrs. Nat Kuznitz
Mr. & Mrs. Ronald Langer
Ms. Vera Lauck
Mr. & Mrs. Chuck Lundeen
Ms. Marjorie Lupton
Mr. & Mrs. Herb Lynch
Mrs. Martha Mac Corkell
Mrs. Martha McMahon
Mrs. Teen McNicol
Medtronic Foundation
Mr. & Mrs. Glenn Modeen
Mr. & Mrs. Robert Munter
Mr. & Mrs. Arnie Olson
Mr. & Mrs. John Orban
Mr. & Mrs. Howard Quinn
Mr. & Mrs. Arthur Rasi
Mr. & Mrs. Dave Rathjen
Mrs. Edie Riley

HCC FUND
Mr. & Mrs. Mike Baran
Mr. & Mrs. Donald McPherson
Ms. Diane Seeley
Mrs. Margaret Stahl
Ms. Elizabeth Teeson

LEARNING TREE
Mr. & Mrs. Jerry Bryan

LIBRARY
Mrs. Charlotte Carrico
Mr. & Mrs. Robert Cameron
Ms. Virginia Milligan
Mrs. Margaret Francis
Mr. Ed Hughes
Mr. & Mrs. Donald McPherson
Mr. & Mrs. Harry Phillips
Mr. & Mrs. George Powers
Mrs. Margaret Stahl
Mrs. Doris Yock

Mrs. Enez Weiler
Mr. & Mrs. Howard Wells
Mr. & Mrs. Paul Wold
Ms. Mary Wylie
Mrs. Doris Yock
Mr. Jerry Younggren
SCHOLARSHIP FUND
Mrs. Marlene Anderson
Mr. & Mrs. Gerald Bougneit
Ms. Judi Didcoct
Mr. & Mrs. Donald Duncan
Mr. & Mrs. Chris Griffiths
Mrs. Deborah Haldiman
Mr. & Mrs. Richard Herrmann
Mr. & Mrs. Chet Hill
Mr. & Mrs. James Hobart
Mrs. Joyce Houser
Mrs. Marylyn Hubert
Mr. Paulllingworth
Mr. & Mrs. Murray Johnson
Ms. Patricia Kohl
Mrs. Anna Mae McCracken
Oak Leaf Boutique
Mr. & Mrs. Bill Peterson
Ms. Deborah Platt
Mrs. Brenda Redel
Ms. Sueann Spingola
Mrs. Anna Mae McCracken
Mr. & Mrs. Donald McPherson
Mrs. Lee Ormsbee
Royal Oaks Crafts
Ms. Betty Teeson
Toyota L.A. Region
Mrs. Virginia Sponseller

WOODEN TOY CRAFTS
Mr. & Mrs. Fred Delay

WOODWORKING SHOP
Ms. Marlene Anderson
Mr. & Mrs. Sam Borah
Mr. & Mrs. Bill Brandel
Mr. & Mrs. Clayton Brower
Mrs. Frances Brunson
Mr. & Mrs. Jerry Bryan
Mr. William Cushing
Mr. Kim Deal
Mr. & Mrs. Al Denson
Ms. Judi Didcoct
Mrs. Sally Donnell
Mr. & Mrs. Dick Faytinger
Ms. Maita Floyd
Mrs. Regina Green
Mrs. Jean Hallman
Mrs. Peggy Hawley
Mr. & Mrs. Chet Hill
Mr. Jim Hill
Mrs. Kay Howard
Mr. Dick Johnson
Mrs. Jane Kelso
Mr. & Mrs. Dick King
Mr. & Mrs. Herb Lynch
Mrs. Martha MacCorkell
Mr. & Mrs. Donald McPherson
Mr. & Mrs. Roland Miller
Mrs. Audrey Mulhollen
Mr. & Mrs. Bob Munter
Ms. Beverly O’Connor
Mr. & Mrs. Wayne Parker
Mr. Paul Rice
Mr. & Mrs. Harry Phillips
Mr. & Mrs. Don Rawson
Mr. & Mrs. Dean Robison
Ms. Thelma Sherrill
Mr. & Mrs. Al Staples
Mr. Ed Swanson
Mr. & Mrs. Tom Tropio
Ms. Lory Vaichinger
Mr. & Mrs. Russell Vick
Mr. & Mrs. Loyd Waite
Mr. & Mrs. Howard Wells
Mr. & Mrs. Chuck Wilbur
Mr. & Mrs. Bill Wilkins
Who We Are

2013–2014 BOARD OF TRUSTEES
Dick Herrmann
Chairman
Janis Ryan
Vice Chair
Dr. Jane Winston
Vice Chair
Bill Schlofman
Treasurer
Kathryn Vegso
Secretary
Dan Brusnahan
Carol Bryan
Mike Chambers
Dean Hilst
Howard Poch
Will Richard
Eric Sholberg
Dr. Eugene Stevens

MANAGEMENT TEAM
Kendra Eberhart
President and Chief Executive Officer
Janet Adams
Director of Human Resources
Dina Capek
Director of Health Services
Gretchen Cobb
Chief Operating Officer
Wayne Esposito
Facilities Manager
Ken Kropp
Information Technology Manager
Mark Schroeder
Food Services Manager
Vicki Ullery
Marketing Manager
Lori Waltz
Residential Services Manager

RESIDENT COUNCIL EXECUTIVE COMMITTEE
Judi Didcoct
President
Harold Peterson
Vice President
David Witt
Secretary
Don Cummings
Audrey Olson

PEOPLE OF FAITH FOUNDATION, INC. BOARD OF DIRECTORS
Mary Lou Roof
President
Zane Porter
Vice President
Beaux Treguboff
Secretary
Al Denson
Treasurer
Dr. Linda Hall
Dick King
Carol Vangel
Dr. Linda Walker