



Spirit of Service

Brethren Village

ANNUAL REPORT 2010-2011





Annual Report 2010-2011

Official Publication of

Brethren Village Retirement Community

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Vice President Finance

Pamela S. Formica, CPA

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Philip S. Hollinger

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Lancaster, PA 17606-5093



*Brethren Village President Gary N. Clouser
& Board of Director's Chairman F. Barry Shaw*

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Spirit of Service: Our President's Reflection

Since the conclusion of our massive redevelopment effort spanning from 2007-2010, this fiscal year was one of renewing the Spirit of Brethren Village... our Spirit of Service. At the heart of our mission, "rooted in the tradition of service," the care provided within our campus walls impacts all aspects of our greater community.

This Annual Report serves as a brief overview of fiscal year 2010-2011, sharing with you directly our happenings, successes and state of affairs. The following pages are the result of our dedicated Residents, Team Members, Board Members, donors and friends.

This year also marked a year of great loss to our Village family. On May 1, 2011, Paul L. Neff, 93, passed peacefully into the arms of our Savior. Paul's legacy is one that exemplifies a Spirit of Service. As former Chairman of our Board of Directors, a Resident and a public servant, Paul contributed to transforming our 'Home for the Homeless' into a state-of-the-art, continuing care retirement community.



Paul L. Neff, third from left, at the groundbreaking for the 'Brethren Home' infirmary in 1958.

Gary N. Clouser
NHA, President



Paul was elected onto our Board of Directors in 1956 and served as Chairman for 20 years until 1990. Instrumental in the creation of our first infirmary, chapel, cottages, Village Manor and Oakwood House, Paul's contributions can be seen by simply walking around our campus community.

In addition to the physical reminders of Paul's gift of leadership, was his inherent ability to remain true to the concept of servanthood. Whether he was teaching a Sunday School class at Hempfield Church of the Brethren or serving the needy at Water Street Rescue Mission, Paul had a profound impact on those around him, including myself. Paul was a constant example of what true servant leadership is all about.

As I visit with Anna Mary Neff, his beloved wife of more than 70 years, I often reflect on how we have a community of Paul's. It is those like Paul, who serve and love beyond the walls of their home, whether at Brethren Village or abroad, that are essential to the operations, advancement and growth of our community. To them, we are indebted.

As we have for more than 114 years, the Village will continue to provide exceptional Christ-like care to our community. As 2012 approaches, scripture shows us that through our good deeds and service to others in the name of the Lord, the best is yet to come.

"The service that you perform is not only supplying the needs of the Lord's people but is also overflowing in many expressions of thanks to God."

— 2 Corinthians 9:12



Brethren Village Board of Directors:

*Front (L to R): Linda J. Heck,
Steven L. Edris, David L. Hawthorne,
F. Barry Shaw, Carol D. Hess,
Steven L. Faus, Leon E. Whiteman*

*Back (L to R): Douglas F. Deihm,
S. Joan Hershey, Wilbur G. Rohrer,
Alan R. Over, Henry H. Gibbel,
John N. Snader, Kathy M. Long,
Larry D. Sauder, Carroll L. Kreider*

*(Missing from photo:
Evelyn I. Dehmey, Elizabeth Martin)*

Spirit of Service:

Our Community's Impact

With more than 1,000 Residents calling the Village home, our ever-growing community is evidence that area seniors receive compassionate, Christ-like care while residing on our campus. However, our commitment to our Spirit of Service extends well beyond the walls of Brethren Village

As we look back over fiscal year 2010-2011, I would like to reflect on the Village's role as a true corporate citizen — focusing on our community impact in Lancaster County and beyond. Annually, we join with many other non-profits and other organizations that give back to ensure a better future for not just our Residents and Team Members, but for those who share our global community.

We strive to serve our neighbors and it is our desire to contribute to the common good. It is our duty, it is our responsibility, and above all, it is our commitment to follow our Lord's example of true servant leadership. Listed below are highlights of community partnerships that demonstrate that commitment and have a positive impact on our success and the success of our neighbors:

- Provide essential, affordable housing for 128 area seniors as a partner with the Department of Housing and Urban Development, Department of Community and Economic Development, and the Lancaster County Housing & Redevelopment Authority
- Support our local economy through payment of real estate taxes, patronize and provide \$3.9 million in revenue to Central PA businesses, and maintain a steady and stable business relationship with local vendors
- Advance healthcare sciences through learning opportunities for Harrisburg Area Community College (HACC) students during six-week geriatric nursing and dementia rotations serving our Residents

F. Barry Shaw

*Chairman of the
Board of Directors*



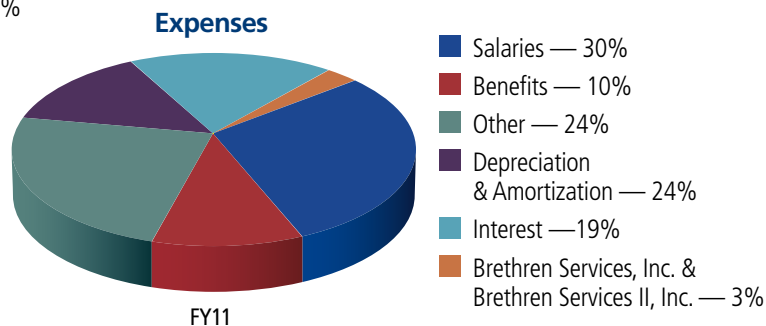
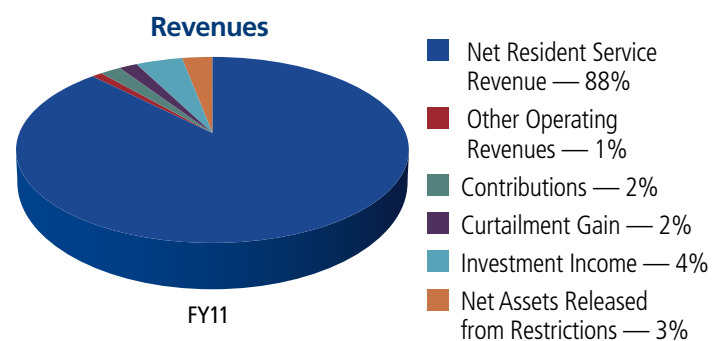
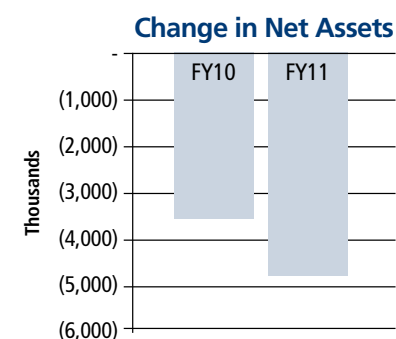
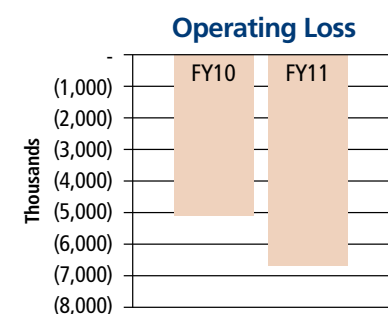
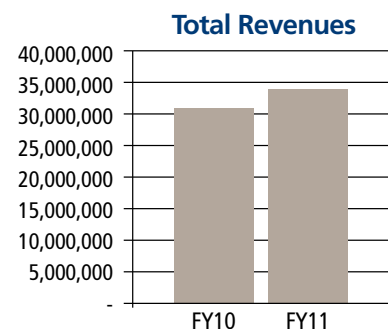
- Donate acreage to the Food Resource Bank for the planting of soybeans used to advance their seed-purchase ministry for Mayan farmers
- Provide internship opportunities for Pastoral outreach through placement of Lancaster Seminary students who serve our Residents and their families
- Offer free facility and rental usage to civic and community groups such as the Manheim Township Lions Club, Lititz Lioness Club, Lancaster MicroComputer Users Group, Lancaster Camera Club and Daughters of the American Revolution
- Provide local area youth an opportunity to fulfill service hour requirements with hands-on, volunteer opportunities focused on Resident service and interaction
- Support Warwick High School and Manheim Township High School marching band, football, and baseball organizations through program sponsorships
- Advance the services of the Manheim Twp. Fire Rescue & East Petersburg Fire Company by providing essential financial assistance and support
- Allocate resources, financial support and outlets for service-based, outreach initiatives through The Brethren Village Auxiliary and Resident Interest Groups such as the Lancaster Food Bank food drive and the Hands on House half-marathon

I believe that it is this Spirit of Service, rooted in our greater community, which makes Brethren Village an essential, yet humble, partner of our global village. It is this corporate citizenship component of our ministry that we serve our God, our Residents and our neighbors. Moving forward, I am eager to see what new partnerships our future will bring as we follow the servant style of Jesus.

	FY10	FY11
Total Revenues	30,830,413	33,895,952
Operating Income/(Loss)	(5,115,688)	(6,670,661)
Change in Net Assets	(3,540,105)	(4,764,678)

	FY10	FY11
Net Resident Service Revenue	26,857,605	29,709,188
Other Operating Revenues	314,501	373,502
Contributions	656,077	667,532
Curtailment Gain	-	617,232
Investment Income	1,176,797	1,517,012
Net Assets Released from Restrictions	1,825,433	1,011,486
Total Revenues	30,830,413	33,895,952

	FY10	FY11
Salaries	10,835,427	11,713,298
Benefits	3,586,174	4,021,437
Other	8,555,370	9,322,025
Depreciation & Amortization	4,985,799	5,562,102
Interest	5,677,023	7,302,475
Brethren Services, Inc. & Brethren Services II, Inc.	1,129,511	1,128,264
Total Expenses	34,769,304	39,049,601



Spirit of Service: Our Finances

The Village ended yet another financially dynamic year in 2010-2011, as we remain rooted and committed to serve others following the servant style of Jesus. In the model of servanthood, Village finances center on our core value of stewardship allowing us to fulfill our mission of providing Christ-like care to all who call Brethren Village home.

Throughout the past year, we have welcomed new Residents to our campus community in Fieldcrest (residential apartments) and the newly opened Terrace Crossing (personal care apartments.) This caused a positive increase in our Resident population which resulted in growth of our net Resident service revenue of \$2.8 million. Investment income, which includes realized gains/losses and unrealized appreciation/depreciation, increased by \$340,000 over the prior year.

As evidenced by the consistent level of charitable giving, we are blessed to have a community of donors who generously support the Village and our mission... even during difficult economic times. We celebrate the fulfillment of capital campaign pledges — more than \$936,000 was applied to interest expense this year. Resulting from an operational decision to freeze our defined benefit pension plan, we recognized a 'curtailment' gain of approximately \$617,000 and introduced a defined contribution plan for our valued Team Members.

Pamela S. Formica
CPA, Vice President Finance



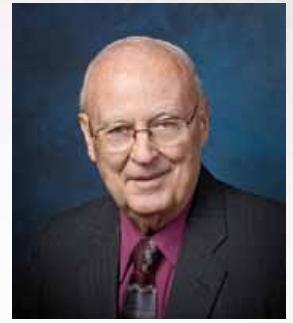
Our work of enriching the lives of seniors is labor intensive as wages and benefits represent 40% of our total expenses. Wages increased approximately \$878,000, primarily because of new care and support positions related to the opening of Terrace Crossing. The \$435,000 increase in benefits is attributable to growth in our health insurance claims, offset by a decline in our pension cost related to the frozen defined benefit plan.

Other expenses such as food, supplies and utilities increased over the prior year due to the growth of our Residential population and upward price adjustments made by suppliers. Depreciation, amortization and interest now represents a significant portion of our total expenses — about one-third — and is directly related to completion of our redevelopment project.

We give thanks for the opportunity to serve our community and recognize the significance of our work. While we celebrate that our actual financial results are better than planned, we recognize the need to ensure the financial stability of the Village. It is our desire to vigilantly supervise the financial health, fiscal stewardship and management of this ministry.







Leon E. Whiteman
Resident Council President

Spirit of Service: **Our Residents**

Since my wife and I moved to Brethren Village in February 2009, we have experienced first hand the daily expression of our community's inherent 'Spirit of Service.'

Making the decision to move into a retirement community is a very difficult one; probably one of the more important issues we have faced in recent years. We visited four other retirement communities in this area, trying to finalize our decision. After much thought and prayer, we decided on the Village. Two major decision points that led us here included the close proximity to our church & the medical community, AND the many options offered by the Village.

The Residential Marketing team did their job well and sprang into action. They bent over backwards to make certain our move was as stress free as possible. Shortly after moving to the community, Village management visited our home to make sure we were comfortable, our questions were answered and our needs were met. To our delight, we received an 'official' welcome from a team of Residents... complete with delicious homemade fudge! It just doesn't get better than that!

As President of the Resident Council, I have been able to sit in on a year of Board of Director meetings. I see first hand how our dedicated Directors and the Leadership Team truly and earnestly care about Residents and the care provided. I feel privileged to watch these men and women display in action their servant hearts... time and time again. They remind us all on the core values of our organization, which has been true for more than 100 years. That tradition remains the top priority.

We are both impressed with Brethren Village seen through the job dedication of the Officers, Leadership Team, Management Excellence Team and Team Members. I won't even begin to list the names, but many are so well suited to execute their own interpretation of 'Spirit of Service' in their daily jobs. I'm a believer that we all are given spiritual gifts, but how and when we choose to use them is strictly up to us. I have been able to observe those who do it well!

As we approach our third year as Residents of this community, we have absolutely no regrets, thanks to the efforts of all who live and work here. We are extremely thankful that as we age, we can call the Village 'home' throughout our retirement years.



Spirit of Service: Our Support Operations

Our dedicated campus community — from Team Members to Volunteers — has enabled the Village to enjoy yet another fruitful year as we demonstrate our Spirit of Service in all we do. Operationally, we always aim to enhance our services and create additional residential options as we follow our Lord's example of servanthood.

Last year was one of transformation for the Village, as our campus was reshaped by the completion of our redevelopment effort.

This year, although our building footprint has not changed, still proved to be one of significant ministry advancement:

- Conclusion of the redevelopment effort marked a finalization of construction billing with a realized savings of more than \$2.9 million for the Village
- BV was named to the E-power® Energy-Smart Business Honor Roll by PPL Electric Utilities for various energy efficient choices which yielded more than \$98,000 in rebate checks and demonstrating our commitment to better environmental practices
- Village Manor Personal Care is now connected to the central energy plant resulting in improved heating/cooling performance, energy savings and repair savings
- New campus wayfinding signs were added to aid in vehicular and pedestrian navigation throughout our community, coupled with a new 28-passenger bus for Resident use funded by the Brethren Village Auxiliary

Philip S. Hollinger
*Vice President Support
Services*



- Home Care Services experienced continued growth in the use of services within our Residential population and enjoyed a deficiency-free inspection from the Department of Health
- Pastoral Services provided deep compassionate care through additional visits to off-campus Residents in hospitals, and added a new SOLO group caring for single seniors
- Dining Services underwent an operational assessment which complemented many of the services provided and also identified opportunities for operational improvement and customer satisfaction
- The Technology Team is executing a 3-year technology improvement roadmap and already increased campus-wide internet bandwidth, added multimedia capabilities in the Chapel, and implemented Team Member email archiving and several software/hardware upgrades
- The Wellness Team experienced a department restructuring to improve service levels and added new aquatics & land-based programming resulting in increased Resident participation
- Completed a strategic planning process outlining areas of concentration for our Board-approved 5-year forward looking strategic plan

With all this continued operational growth, we remain committed to continue our Spirit of Service in providing Christ-like care to generations of seniors. The Village greatly appreciates the cooperation and support of the Lancaster community as we journey into 2012.



Spirit of Service: Our Community

As a continuing care retirement community, the Village is rooted in providing quality services, and it is our 'Spirit of Service' that distinguishes our community from the others... it's what makes the Village home. Service: It's who we are!

Our extensive lifestyle choices and residential options — from senior cottage living to specialized nursing care — allow our Residents to enjoy a safe and satisfying retirement lifestyle. Service is our Housekeeping Team folding clean laundry; service is our Home Care Team providing a flu shot; and service is our Dining Team serving a delicious, made-to-order dinner. Service is what has allowed our community to enjoy recent growth in our census, now totaling more than 1,000 Residents.

This year, we have been blessed with a 93% residential occupancy rate. We continue to fill-up our Fieldcrest residential apartment building, which showcases 135 newly added accommodations as part of our redevelopment effort. Terrace Crossing, our new personal care facility that opened in November 2010, has also experienced an expedient fill-up.

Scott Wissler
Director of Marketing



In the Residential Marketing Department, we believe that experiencing our 'Spirit of Service' begins before a Resident moves to our campus and joins our family. Throughout this fiscal year, we have developed additional financial plans and living options to enhance our flexibility to serve prospective Residents. From Lifecare Plans to an Extended Service Package, the Village is proud to emphasize our vast entrance fee range and monthly fee range.

Looking forward, the Village is eager to offer a new Rental Program that is available in select apartments on a limited basis with no entrance fee required. Again, this Rental Program will serve additional prospective Residents in offering even greater choices and financial flexibility.

Our continued Residential growth has been achieved through our continued service to our Lord and our daily expression of our 'Spirit of Service.'





Spirit of Service: Our Charitable Endeavors

Brethren Village experienced yet another year of generous donors opening their hearts and wallets to support our mission... a truly tangible expression of the 'Spirit of Service' culture displayed in our Village family.

Last year, we celebrated the conclusion of our successful capital campaign — the largest campaign in Brethren Village's history — raising more than \$5.5 million. Marking three years of strategic planning, networking and soliciting, the campaign attracted a generous outpouring of gifts, pledges and planned gift commitments.

This year, we are blessed again by receiving early completions and payments toward those campaign pledges. Financial contributions are vital to the success of the Village even after the formal conclusion of the campaign.

Our annual fundraising efforts experienced success, as we raised \$28,100 at our Golf Tournament in September 2010 and \$72,700 at our Good Samaritan Banquet in May 2011. Our 2010-2011 Annual Appeal provided in excess of \$91,000. Contributions received through these efforts are used to support our Good Samaritan Fund which provides assistance to Residents at the Village who have exhausted their financial resources.

Joanne L. Stehr
Director of Development



We expanded our fundraising opportunities this fiscal year with the introduction of the Candle Memorial Program in partnership with the Pastoral Departments' 'Service of Remembrance' held each May and October. The Candle Memorial Program provides an opportunity to have a candle lit in memory of your loved one at one of these services. Contributions received through this program are also used to support our Good Samaritan Fund.

Our Endowment Fund, established in 1918, is a wonderful tradition that continues today. Despite the economic challenges that the market experienced over the last year, our Endowment has grown in value... and for that we are blessed. Again, gifts given to this fund are invested and build principal which provides income to help offset the cost of care provided to needy Residents.

Our continued charitable success — from an attendee at our golf tournament to a Resident who has remembered us in their will — has been achieved through the generosity of our valued donors. Without them, our fundraising successes would not be possible. Thank you for helping us build God's kingdom — lifting Him up as we rejoice in the continuation of our mission AND our 'Spirit of Service.'

Spirit of Service:

Our Donors

7/01/2010 thru 6/30/2011

Churches

Akron Church of the Brethren
Atlantic Northeast District
Blue Ball Church of the Brethren
Brethren Village Chapel
Chiques Church of the Brethren
Cocalico Church of the Brethren
Conestoga Church of the Brethren
East Fairview Church of the Brethren
Elizabethtown Church of the Brethren
Ephrata Church of the Brethren
Florin Church of the Brethren
Hempfield Church of the Brethren
Lampeter Church of the Brethren
Lancaster Church of the Brethren
Litz Moravian Congregation
Mechanic Grove Church of the Brethren
Mohler Church of the Brethren
Mountville Church of the Brethren
Stevens Hill Community Church
Swatara Hill Church of the Brethren
West Green Tree Church of the Brethren
White Oak Church of the Brethren

Organizations

Brethren Village Auxiliary
Brethren Village Marketing
Brethren Village Workshop
Cobys Family Services
Elizabethtown College
Lancaster Camera Club
Lancaster EMS
Lancaster Micro Computer User Group
Litz Lioness Club
Manheim Township Lions Club
United Way of Lancaster County

Businesses & Foundations

Aegis Therapies
B. R. Kreider & Son Inc.
Battery Warehouse
BB&T Capital Markets
BCF Group, Inc.
Benchmark Constr. Co., Inc.
Bomberger's Store Inc.
C. Moyer Building & Remodeling Inc.
Certified Carpet, Inc.
Charles E. Groff & Sons Inc.
Charles F. Snyder Funeral Home & Chapel, Inc.
CILS, Inc.
Clark Food Service Equipment
Clark Inc.
Cloister Car Wash & Lube
Conestoga Animal Hospital, Inc.

Davco Advertising Inc.
Dean Foods Company
Derck & Edson Associates
Dutch Valley Food Distributors, Inc.
El Serrano
Fulton Bank
Furman Home For Funerals
Gibbel Foundation, Inc.
Gibbel Insurance Agency, Inc.
Gibbel, Kraybill & Hess
Graham's Fyr-Fyter
Greystone Communities, Inc.
Hair & Beyond
Haydn Zug's
Highmark Blue Shield
Hondru Ford
Hursh Painting Company Inc.
K. E. Weaver Petroleum Inc.
Keller Bros. Ford
Kreider Friendship Tours, Ltd.
L. H. Brubaker Appliances Inc.
Lehigh Valley Respiratory Care
Lindsley Consulting Group
Litz Mutual Insurance Co.
Manheim Pennsylvania Auto Auction
Medication Information Services
Mennonite Foundation, Inc.
Mobile X-Ray Imaging, Inc.
Morefield Communications, Inc.
Murray Risk Management & Insurance
Network For Good
Ober's Plumbing
Oregon Dairy
ParenteBeard LLC
Pine Ridge Hunting Camp
Rainbow Dinner Theatre
Reese Engineering, Inc.
RLPS Architects
S. Clyde Weaver Inc.
Shady Maple Smorgasbord
Rohrer's Quarry Inc
Shred-It Lancaster
Sign-A-Rama
Simplex Grinnell
Sodexo Senior Services
Stauffers of Kissel Hill
Stevens & Lee
Stonebridge Farm
Stoudt Advisors
Susquehanna Bank
The Hess Agency, Inc.
Thermolite, Inc.
Triangle Communications, Inc.
Trout Ebersole & Groff, LLP
Turkey Hill Dairy, Inc.
Village Greens Golf, Inc.
WDAC 94.5 FM
Weis Markets Inc.
Wenger's Feed Mill, Inc.
Wheatland Federal Credit Union
White Oak Mills
Williams Apothecary
Wohlsen Construction Co.
Worley & Obetz, Inc.
Y & S Candies, Inc.

Bequests & Trusts

Earl & Erla Hess Charitable Family Trust
Elizabeth A. Miller Estate
Frances Reinhold Estate
Irene M. Wright Charitable Trust
Irvin E. Wagner Trust
Jack B. Horner Estate
Rosenberger Family Charitable Trust
Velva Jane Dick Estate
Wenger Charitable Trust
Zella Gahagen Trust

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Marjorie Schlemm

Mr. & Mrs. Mervin R. Beck
Blair V. Shaffer Jr.
Kathy Shaffer
Harry Shearer
Elizabeth A. Shearer
Kathryn Shelly
Mr. & Mrs. Stephen E. Perkosi
Mr. & Mrs. Kevin J. Regel

Beatrice Shenk
Mr. & Mrs. Charles Adams, Jr.
Robert S. Diehl
Thomas Diehl
William Diehl
Mr. & Mrs. Dennis Good
Mr. & Mrs. John Goode
Mr. & Mrs. Joe Mills
Mr. & Mrs. Donald Rose
Mr. & Mrs. Scott Sener

H. Martin Shenk
Robert S. Diehl
Thomas Diehl
William Diehl

Sara E. Sherr
Mr. & Mrs. James Heck
Kenneth A. Sherr

Jane E. Simmons
Michael T. Ruby

James W. Smith
Cynthia Smith
Naomi Smith
Mr. & Mrs. Sidney R. Leckron

Howard Smyth
Mr. & Mrs. James Heck
Mr. & Mrs. George H. Miller, Jr.
Dorothy Smyth

Charles Leo Snader

Anna N. Buckwalter
Paul & Ruth Snader
Mr. & Mrs. Gregory A. Bachman
Sue Snyder
Mr. & Mrs. Benjamin C. Snyder
Robert Spangler
Eleanor M. Spangler

Harold Spatz
Judith Tenne

Anna Stauffer
Helen S. Longenecker

Evelyn Stauffer
Ardell B. Gehman

Sadie Stauffer
Fannie B. Hartman

Phyllis Stopper
Mr. & Mrs. Goddard F. Beck
Kathleen G. L. Beck
Mr. & Mrs. Douglas E. Long

Mr. & Mrs. James Theros
Mr. & Mrs. James M. Pikolas

David Thompson
Horace A. Bailey, Jr.
Mr. & Mrs. Walter D. Cammauf
Larry D. Earhart

Mr. & Mrs. Albert M. Evans
Gladys R. Gochner
Mr. & Mrs. William E. Good
Mr. & Mrs. James Heck

Mr. & Mrs. Brayton M. Hershey
Mr. & Mrs. George H. Miller, Jr.
Mr. & Mrs. Barry L. Nyman

Elva Perry
Mr. & Mrs. Harry W. Quick
Helen L. Sheaffer
Mr. & Mrs. Jay W. Smoker
Mr. & Mrs. Carl L. Snader

Mr. & Mrs. Sam Stoner
Mr. & Mrs. Harold D. Swarr
Mary Thompson
Mr. & Mrs. Eugene Witmer
Helen E. Thompson
Louella G. Strantz

Robert F. Tipton
Mary Pearle Kilheffer

Jacob Toews
Brethren Village Workshop
Mr. & Mrs. Galen E. Graham
Mr. & Mrs. George H. Miller, Jr.

Marjorie Tonkinson
Dr. Celia Dollmeyer

Dr. Lee Edwin Walker
Elizabeth Ann Walker

Harry & Sadie Weinhold
Mr. & Mrs. David E. Sloat

Alvin Wenger
Mr. & Mrs. W. Gregory Hill

Alvin & Lois Wenger
Lt. Col. John C. Wenger

Sam & Mary Wenger
Mr. & Mrs. Jon Wenger

E. Jean Wine
Mr. & Mrs. Robert E. Leeper

Harold L. Zimmerman
Mildred Zimmerman

Elsie Zug
Nancy Terry

BV

Spirit of Service:

Our Volunteers

7/01/2010 thru 6/30/2011

A

Adams, William H.
Aldinger, Miriam M.
Allen, Jean
Allen, Robert
Anders, Margaret
Andrew, Mervin
Angle, Beverly
Angle, Clyde
Applebach, Betty
Arvidson, Louise
Aulthouse, Betty J.
Aurand, Donald
Aurand, Thelma

B

Bantz, Alta
Bare, Anna M.
Bare, Elmer
Barney, Joan
Bashore, Orpha
Bauer, Orpha H.
Bauman, Eva
Bealer, Harold
Bealer, Kathy
Bealer, Kenneth H.
Beamesderfer, Patricia
Beaner, Christine
Becker, Judy
Beinhower, Nan
Belmonte, Jean
Bender, J. Kenneth
Bertolet, Edith
Bieber, Charles
Bishop, Eva
Black, Louise B.
Bolemonte, Jean
Bollinger, Betty
Bollinger, Judy
Bouder, Sally
Bowman, Leroy
Bowman, Mickey
Brandt, Anna
Brandt, Darlene
Brandt, Joyce
Braucher, Clara V.
Brenesal, Ann
Brinser, Jack
Brosey, Mary
Brown, Connie
Brown, John
Brubaker, Evelyn
Brubaker, Luann
Brubaker, Marion Z.
Brubaker, Phyllis A.
Brubaker, Shirley
Brubaker, James E.
Buch, Alan
Buckwalter, Anna N.
Buckwalter, David
Buckwalter, Marian
Burkholder, Verna L.
Burnaford, Mary
Bushong, Martha

C

Cacciapouti, Elaine
Cacciapouti, Al
Cargas, Becky
Carper, Maggie A.
Carter, Brittany
Chernich, Shirley

Clarke, Madeline
Clemens, Vida
Cook, Colin
Coords, Frances
Cox, Grace
Cox, Jessica
Crane, Emily
Creighton, David
Crider, Jane
Culp, Elsie
Culp, William
Cunningham, Amos
Cunningham, Ruth

D

Dagan, Nancy
De Perrot, Lucy M.
Debolt, June
Deperrot, Jon
Dering, Kerry
Devries, Estelle
Devries, Laura
Dussinger, Doris

E

Earhart, Sarge
East Cocalico Church of the Brethren
Edwards, Linda
Eggonsperger, Adeline
Elliot, Ina
Encarnacion, Gladys
Enders, Sarah C.
Erb, Ruth Ann
Eshelman, Effie
Eshelman, James
Espenshade, Alma
Evans, Albert M.
Evans, Louisa
Evans, William

F

Fassnacht, Kenneth
Fassnacht, Ruth
Ferris, Carol
Ferris, Richard
Fitzkee, Floy
Flaharty, Brian
Forrey, Erma
Fortna, Gladys C.
Frazier, Bill
Fretz, Carol
Frey, Jay R.

G

Galovich, Anne
Gamble, Rhoda
Gantz, Ethel R.
Garrett, Charles
Garrett, Mary Ali
Gehman, Dorothy
Gehman, James N.
Geib, Florence
Gerhart, Beverly
Gerstlauer, Evelyn
Gerth, Karen J.
Gibb, Rose
Gibbel, Joan
Gibble, Janet
Ginder, Ruth
Glasmire, Grace S.
Glasmire, William
Gochbauer, Gladys
Gockley, Lillian

Godshall, Jane
Gordley, Pauline
Graham, Bernetta
Graham, Galen
Green Tree Church of the Brethren
Greenawalt, Ben
Griggs, Terry
Groff, Ellen
Grubb, Lavonne

H

Hackman, Kathryn
Haldeman, David
Haldeman, Mary E.
Haldeman, Robert
Hammer, Anita M.
Harnes, Laura E.
Harnish, Kala
Harnish, Paul
Harris, Jean
Hartman, Esther
Hauber, Suzanne L.
Heagy, Sally
Heck, Elvin
Heck, James
Heck, Jeanne
Heck, Linda
Heidig, Shirley
Heisey, Linda J.
Heisey, Samuel
Heller, Clarence S.
Helm, Larue M.
Herr, Erma
Herr, Jean
Herr, Virginia
Hershey, Ella Mae
Hershey, Ruth B.
Hertzog, Loretta
Hess, Barbara S.
Hess, Carol
Hess, Luetta
Hess, Paul
Hess, Susie
Hiller, Esther
Hoffer, Patricia
Hoffman, Mildred
Hollinger, Paul
Hollinger, Rhoda
Hornberger, Bud
Hornberger, Landis
Horning, Edith
Horning, Lillian
Hostetter, Mabel
Hostetter, Nancy
Huber, Caroline
Huffman, Hazel
Hughes, Bryan
Hummel, Marilyn
Hunsicker, Kathryn
Hunt, Meda
Hurst, Gerrie

J

Jacobs, Randi
Jacquet, Naomi
Jarrero, Jackie L.
Jennersville Church of the Brethren
Johnston, Patricia
Jurell, Lucille

K

Keener, Anna
Keener, Clarence
Keith, Mervin
Keith, Miriam
Kellenberger, Helen R.
Kellenberger, Walter
Keller, Arlene S.
Keller, Harold
Keller, Heidi
Keller, Helen
Keller, Robert
Keller-Stoner, Alice
Kelley, Shirley
Kemper, Tina
Keperling, Helen
Conestoga Church of the Brethren
Kilheffer, Polly
Killian, Lois
Killian, Mary Ann
Kimmel, Harold D.
Knedeisen, Frances
Knedeisen, George
Kniss, Clara
Knouse, Lori
Knox, Bernie
Kreider, Dottie
Kuhn, Audrey L.
Kurtz, Beatrice
Kurtz, Robert

L

Ladd, Estelene
Landis, Ben
Leath, Grace
Leckrone, Ray
Leed, Nancy
Lefever, Kathryn
Lehman, Henry
Levis, Julia
Lewis, Ellen
Liggett, Joanne K.
Lindeman, Linda
Little, Miriam L.

Longenecker, Jean
Longenecker, Bill
Lowe, Joyce
Lubbs, Donna R.

M

Mahaney, Josephine M.
Marks, Joyce E.
Marrs, Malcolm F.
Martin, David
Martin, Elizabeth
Martin, Elva
Martin, Jim
Martin, Lois Z.
McElhenny, Mildred M.
McFalls, Evelyn
McKinney, William L.
Melchi, Kay
Mellinger, Dorothy
Mellinger, Fannie
Mellinger, Judy
Meringer, Mae
Merkey, J. Harold
Messick, Marie
Messick, Merville
Michael, Priscilla
Miley, Galen
Miley, Joan
Miller, Elva
Miller, George H.
Miller, Jean S.
Miller, Karen
Miller, Kathryn
Miller, Melanie
Miller, Norma J.
Miller, Roy G.
Miller, Viola E.
Miller, Wayne L.
Mimm, Jean
Mohler, Mary Ann R.
Morris, Patricia
Mowery, Dorothy
Moyer, Doris
Moyer, Walton
Mull, Bettie

Mung, Harry
Murza, Charlie
Musser, Irene E.
Musser, Lloyd L.
Myer, Jean
Myer, Nevin
Myer, Ruth
Myers, Sharon

N

Nauman, John R.
Nauman, Judy
Neff, Lila
Nissley, Corinne H.
Nissley, Mildred
Nolt, Arlene
Nyman, Barry
Nyman, Evelyn

O

Ober, Reba
Oberholtzer, Vicky
Oberle, Jane
Oblender, Christian
Oehme, Jill

P

Pack, Peggy
Pawling, Charles
Peters, Mary
Phillips, Lou
Pontz, Janet
Post, Ursula
Pratt, Charles
Pratt, Marie R.

Q

Quick, Donna
Quick, Harry
Quinn, Audrey
Quinn, Evelyn M.
Quinn, Melvin E.
Quippet, Elizabeth

R

Rambo, Marjorie
Reading, Judi
Redcay, Adele G.





Rehman, Dawn
 Reitsma, Dorothy
 Rentzel, Jack
 Rettich, Judi
 Rice, Dorothy
 Risser, Betty
 Risser, Carl
 Rissler, George
 Roberts, Lorraine
 Rogers, George
 Rohrer, Clara G.
 Rohrer, Faye
 Rohrer, Mary
 Roth, Emil
 Roth, Joan
 Ruppert, Sarah G.

S
 Schlosser, Esther
 Seiple, Brenda
 Self, Joy
 Sensenich, Marian
 Sexton, Sharon
 Shadeck, Audrey
 Shallenberger, Maxine
 Shelly, Betty
 Shelly, Marion
 Shenk, Audrey
 Shenk, Bill
 Shenk, Esther

Shenk, Janice
 Shenk, John
 Shenk, Miriam
 Shenk, Nancy
 Shirk, Faye
 Shober, Lester
 Shupp, Barbara
 Sinisi, Corinne
 Smeltz, D. Lester
 Smeltz, Ruth
 Smith, Dorothy
 Smith, Martha
 Smith, Shirley
 Smith, Wayne
 Smythe, Lorraine
 Snader, Carl
 Snader, Lois
 Spangler, Eleanor
 Spurlin, Leanne
 Stacy, Rheta
 Stauffer, Arlene
 Stauffer, Beth
 Stauffer, Eva
 Stauffer, Joyce S.
 Steffy, Janet
 Steining, Shirley
 Stevens, Orpha

Stoe, Carol
 Stoner, Samuel
 Stonesifer, Anna Mae
 Strickler, Anna Marie
 Strickler, Ruth
 Strohecker, Matt
 Styer, Elva
 Styer, Ronald
 Summy, Dorothy
 Summy, Marie
 Swatara Hill Church of the
 Brethren
 Sweigart, John W.
 Swope, Dorothy

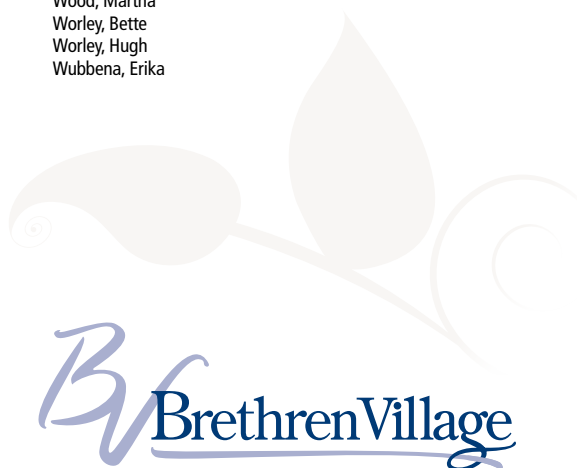
T
 Theros, Dorothy
 Thompson, David
 Thompson, Mary
 Thompson, Rose Marie
 Towes, Jacob
 Trigg, Joyce

V
 Valan, Kaitlyn
 Visbeen, Adrian
 Visbeen, Ruth

W
 Walters, Dorothy
 Walters, William E.
 Walton, Gloria
 Warfel, Dorothy
 Warfel, Marian
 Weaver, Cleo
 Weaver, Lloyd M.
 Wenger, Donald C.
 Wenger, Marjorie
 Wenger, Richard
 Wenger, Shirley
 Wenger, Velma
 Werner, Betty
 Whiskeyman, Virginia
 Whitacre, Mary
 Whiteman, Leon E.
 Whiteman, Marilyn
 Wiest, Susanne
 Wiggins, Mary Jan
 Wilson, John
 Wine, Jacob
 Wisotzky, Dianne

Witman, Lois
 Witman, Marty
 Witmer, Doris J.
 Witwer, Carl
 Witwer, Jeanne
 Wolfe, Charles H.
 Wolfe, Hester
 Wolgemuth, James H.
 Wolgemuth, Louise K.
 Wood, Martha
 Worley, Bette
 Worley, Hugh
 Wubben, Erika

Z
 Zerphy, Betty
 Ziegler, Connie
 Ziegler, Earl
 Ziegler, Levi
 Ziegler, Vivian
 Zima, Constance G.
 Zimmerman, Mildred
 Zook, Susie



Spirit of Service:

Our Team Members

As of October 1, 2011

Years of Service: 5 or more

Betty K. Applebach
Coleen Aston
Evelyn B. Aurand
Maria L. Battaglia
Barbara J. Bigelow
Steven D. Brubaker
Denise Burkhardt
Donato Cabrera
Cassandra S. Claiborne
Esther L. Courtney
Heather R. Craig
David J. Creighton
Sharon L. Culp
Janet L. Davidson-Kilheffer
Ronald J. Dell
Deborah Fillmore
Norma I. Fisher
Ashley R. Fleming
Kimberly A. Foehlinger
Robert T. Folkman
Pamela S. Formica
Lester J. Getz
Nathaniel L. Gordon
Lisa M. Groff
Tricia L. Gruich
Robert A. Heim
Kimberly G. Hohenadel
Philip S. Hollinger
Larry J. Hostetter
Farrah L. Hummel
Dixie L. Kiehl
Tony J. Knepp
Glenda L. Knight
Vincenzo Landi
Laura A. Litzenberg
Dorothy A. Longenecker
Alicia M. Lowe
William F. Maney
Sharon M. McCullough
Karen D. McIntyre
Lisa J. Melhorn
Brenda J. Metzler
Sandra J. Miles
Rachel L. Miller
Nicole L. Mowrer
Connie L. Musser
Alicia Nelson
Doris L. Onochie
Anjelina Ramirez
Ashly L. Rankin
Amanda C. Rhoades
Susan Richards
Mellania L. Risbon
Jessica L. Roeting
Melissa S. Rossos
Aaron M. Ruppert

Kurt A. Schnader
Connie E. Shartle
Laura B. Spotts
Dana E. Statler
Lourdes Toro-Cortes
Leah M. Villarreal
Dean L. Way
Jolene L. Weaver
Donald O. Wenger
Tara M. Wiker
Debra L. Wingenroth
Timothy J. Worley

Years of Service: 10 or more

R. Scott Adams
Bette A. Axe
Coleen E. Bitts
Patricia A. Brendle
Lisa M. Burns
Dawn L. Connor
Deborah R. Daubert
Kathleen E. Daubert
Kevin J. Eiche
Todd M. English
Cheryl A. Forrey
Anna K. Fritz
Donna L. Getz
C. Edward Hamme
Julia A. Hess
Rose A. Horning
Jeffery L. Johnson
Shelley M. Keifer
Janet L. Kipple
Kathleen A. Leiby
Linda A. Lindeman
Ruth K. Martin
Charles L. Miller
Kathy L. Myers
Alice M. Newman
Bonnie L. Nye
Kenneth D. Ogle
David A. Palya
Carol A. Rabold
Carolyn L. Reisinger
Barbara A. Revilla
Rosanne H. Rohrer
Kristie L. Rosensteel
Claudia C. Singer
Marsha E. Stahler
Heather A. Tibbins
Sally A. Trimble
Shelly L. Trupe
Robert E. Walbrecht
Donna L. Ward
Betty M. Weaver

Our dedicated Team Members — through their unwavering 'Spirit of Service' — have made significant contributions to the campus community during their years of employment. Brethren Village sends our appreciation to all Team Members as we continue to support the ageing process of the elderly. Names are listed in chronological, then alphabetical order.



Ruby O. Wenger
James J. Wimer
F. Scott Wissler
Glenda J. Witmer
Judy E. Young
Scott J. Zeamer

Years of Service: 15 or more

Kenneth O. Beam
Donna L. Blantz
Carolyn M. Connelly
Juanita L. Crouse
Beverly J. Garbini
Jennifer L. Gerlach
Elaine M. Hessen
Yvette R. Kaylor
Linda S. Krofcheck
Carol A. Kurtz
Georgia A. Lutz
Lucy Lutz
Luis E. Rosa Bultron
Jon D. Schaub
Joanne L. Stehr
J. Mark Tedford
Mark A. Todd
Tonya H. Wanger
Judy M. Williams

Years of Service: 20 or more

Connie F. Cassel
Tracy A. David
Elba Diaz
Linda L. Griffin
Andrea Kinsey
Kathryn A. Kuhns
G. Elaine Landis
Lois N. Landis
Marsha S. Lord
Roland W. Maust
Michael D. McDonough
Susan M. Miller
Wayne E. Oas
Nancy I. Rettew
Diane M. Rudy
Sherrie L. Rutherford
Lynne F. Sheaffer
Diane K. Shirey
James L. Snyder
Deborah A. Spangler
Marsha A. Vital

Years of Service: 25 or more

Mae K. Donough
Mary Ann Hostetter
Jean L. Keller
Cynthia M. Lawless
Janet L. Pepper
Yvonne K. Peters
Pamela Rhoades
Ruby Yoder
Judy K. Yunginger

Years of Service: 30 or more

John R. Baker
Gayle S. Johnson
Martha J. Lippart
Kathy Martzall
James D. Queer
Mary Jane Sauder
Susan G. Wilson

Years of Service: 35 or more

Gary N. Clouser
Susan N. Evans
Holly W. Parmer
Rose M. Ream

Spirit of Service:

Our Campus

Factual Profile

Brethren Village Established	February 15, 1897
Total Acreage	153 acres
Acreage Utilized for Present Campus	80 acres
Oldest Building	The Drexel Cottages (1958)
Newest Building	Terrace Crossing (2010)

Financial Statistics

Total Assets	\$196,025,012
Budgeted Operating Revenues	\$28,941,115
Operating Income (Loss)	(\$6,670,661)
Investment Income	\$1,517,012

Accommodations

Residential Living Cottages	93
Residential Living Apartments	419
Personal Care Residences	140
Skilled Nursing Residences	120
Resident Census	1,013
Prospective Resident Waitlist	425

Employment

Full-time	307
Part-time	128
PRN (Seasonal)	82

Special Events

Annual Pastors Conference	January
Volunteer Recognition	April
Service of Remembrance	April
Good Samaritan Banquet	May
Evening of Melody	June
Golf Tournament	September
Annual Members Meeting	September
Service of Remembrance	October
CCRC Open House Tour	October
Christmas Programs	December





3001 Lititz Pike, Lancaster, PA 17606

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2010-2011 ANNUAL REPORT

Spirit of Service: Our Vision & Mission

Vision Statement

Enriching each life touched by our ministry at Brethren Village.

Mission Statement

Rooted in the tradition of service within the Church of the Brethren, the mission of Brethren Village is to provide a continuum of services and Christ-like care to support the aging process and to enhance the spiritual, physical, social and emotional wholeness of Residents, Team Members and community.

Core Values

In the ministry of Brethren Village, we are committed to living our Vision and our Mission in the servant style of Jesus, with:

Caring — Infusing everything that we do with compassion and caring for the well-being of each other and the greater community.

Integrity — Exhibiting unwavering honesty and fairness in every dimension of our organization.

Stewardship — Recognizing that all of our resources are entrusted to us by the Lord, and seeking to use our time, talents and material resources in a manner that honors and glorifies Him.

Excellence — Making it our passion to bring our best to everything that we do — enriching each life that we touch.

