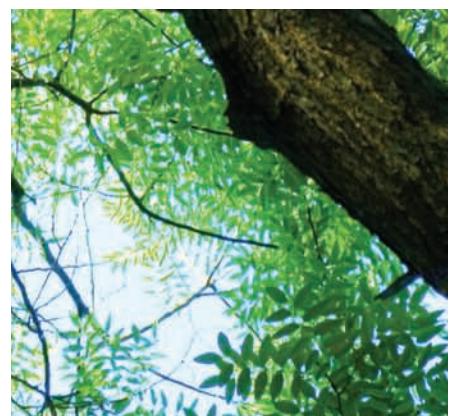
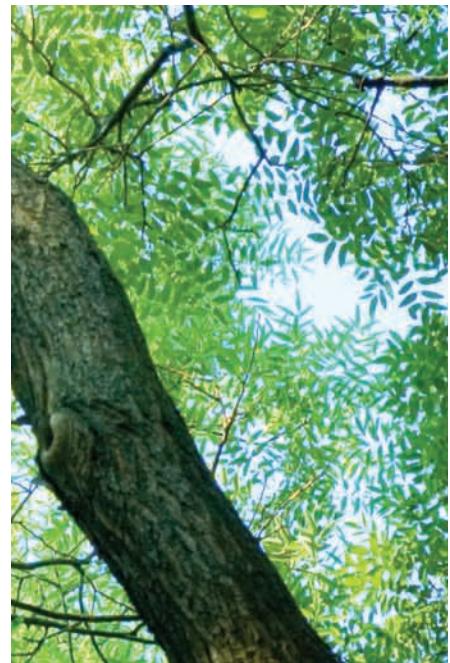
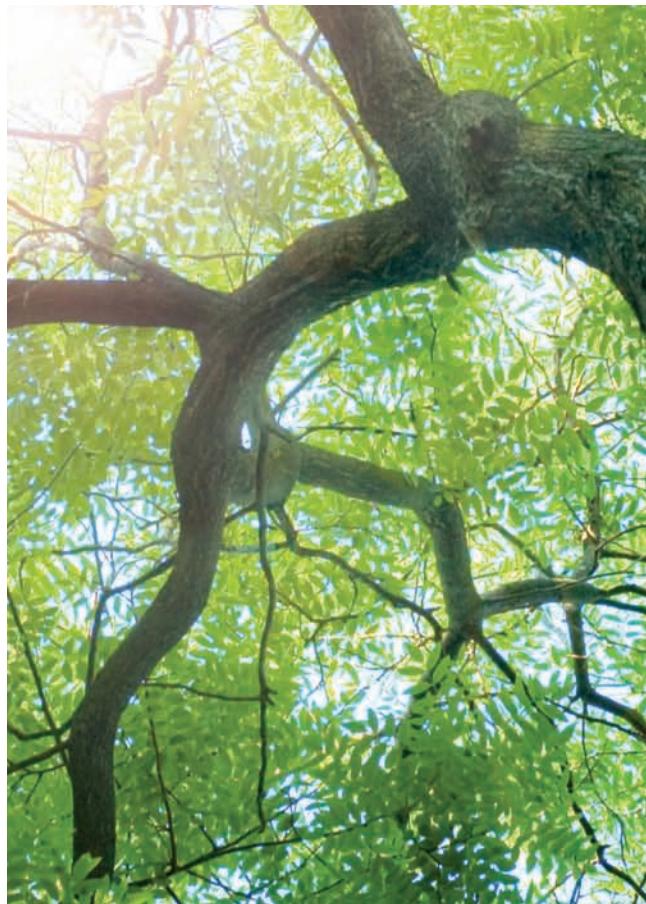


Growing
with
Purpose



Official publication of
Brethren Village
Retirement Community

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A message from the Chairman of the Board

Over the past 115 years, Brethren Village has grown from a refuge for the homeless to one of the largest independent, single-site Continuing Care Retirement Communities in the nation.

Planning, leadership and faith in our guiding principles allowed us to expand our ministry while continuing to provide Christ-like care to everyone we served.

The Village first began to expand its reach by opening the Garden Spot building in 1965, with a major development project following every 10 years after. Gary Clouser joined the Brethren Village family in 1973, assuming the role of President in 1983 and helping to lead the development. During the next three decades, Brethren Village added more than 80 cottages, 200 apartments, a new Healthcare Center and Village Center and 120 government-subsidized apartments, all under Gary's leadership. His biggest accomplishment, however, was managing the major redevelopment effort that started in 2003, culminated in 2009, and featured a revitalized campus of new residential apartments, common living spaces and supportive living facilities and services.

As you are probably aware, Gary announced his retirement this spring, leaving a legacy to be admired. His vision, dedication and compassion for others are the hallmark qualities associated with his tenure. As evidenced by his many contributions, Gary committed 40 years of his life to advancing the mission of the Village and, for that, the Village will be forever grateful.

On September 25, Brethren Village announced the appointment of John N. Snader as President and CEO. John will use his years of experience, as well as his in-depth knowledge of the Village from his time served on the Board of Directors, to position Brethren Village for continued success in the future.

In this publication, you will have the opportunity to hear from both Gary and John, as well as learn about the current opportunities and programs that the Village is experiencing and implementing. And, as we look forward to the bright future of the Brethren Village community, we also reflect on our past, which has allowed us to grow with purpose and share our ministry with so many.



F. Barry Shaw
Chairman of the
Board of Directors



Laying the Foundation

A farewell message from the Former President



Gary N. Clouser
NHA, Past President

As I look back on my time at Brethren Village, so many wonderful memories come to mind.

I remember my first interview with Henry Gibbel and Jacob Ruhl at the General Sutter Inn in Lititz back in 1973. The very next year, our Residents hosted a baby shower for Jean's and my first child, Melissa. In the years that followed, during major snowstorms when I would stay on campus to assist, our young children would sleep in sleeping bags under the boardroom table. And, almost every day since 1973, it seems that I have learned something new from one of our Residents. Brethren Village is a part of my family, it has shaped my life, and I am honored to have had the opportunity to lead you on this journey.

In the time that I have served as President, Brethren Village has grown from 180 Residents and approximately the same number of Team Members to more than 1,000 Residents and 500 Team Members. We became the first, and still only, Lancaster area Continuing Care Retirement Community to offer affordable housing on our campus. We created one of the first child day care centers on a CCRC campus in Lancaster County. In fact, we have worked to expand and improve our campus so extensively that the only buildings still standing today from when I joined the Brethren Village family are the Garden Spot apartments and one cottage.





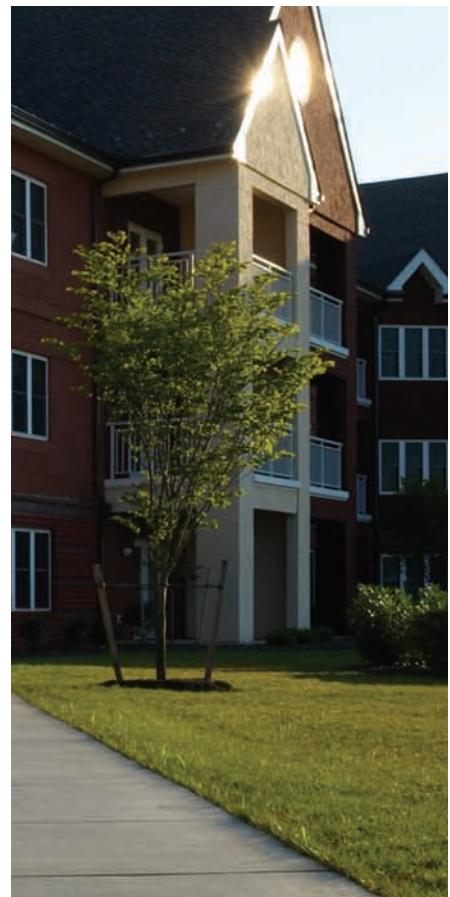
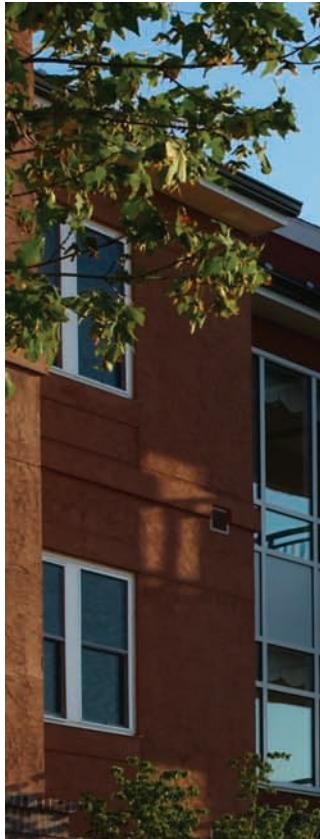
But the best part is, despite all of the growth that we have experienced together, both in the size of the campus and the number of Residents and Team Members, we still offer a Brethren Village that feels like "home." That's because we have Team Members who truly care for our Residents, combining a caring attitude with good business skills and a focus on our vision, mission and core values.

It is with this focus that Brethren Village will move into its next exciting phase. I support the Board's decision to appoint John Snader as the next President of Brethren Village. I am confident that John will provide the leadership and vision needed for Brethren Village to continue to serve Residents with Christ-like care, as we have done for the past 115 years.

So, as I leave Brethren Village in John's hands, I would like to thank you all. Thank you to the Team Members, the Board of Directors, the Residents, the Donors and Volunteers—each one of you has helped to make my time here more rewarding. I have made many friends over the years who have advanced this ministry, and who supported and inspired me throughout this amazing journey of leading Brethren Village for 40 years.

As we place our faith in the Heavenly Father, and seek His will for this ministry, the possibilities for service and growth are great. My heart will always be with the people of Brethren Village.

***But the best part is,
despite all of the growth
that we have experienced
together, both in the size
of the campus and the
number of Residents and
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that feels like "home."***



Sustaining the Mission

Brethren Village believes in our commitment to Residents, Team Members and supporting the community in upholding our core values of caring, integrity, stewardship and excellence.

Given the significant amount of change that came from our recent redevelopment projects, not to mention throughout our nation and the continuing care industry as a whole, we keep these values top-of-mind when making decisions about the future of our organization.

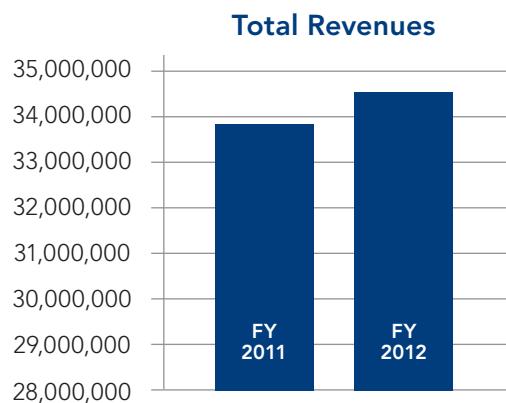
The following section illustrates how Brethren Village has adapted and refined our operational efforts and management practices to remain a thriving and vibrant community in the competitive Lancaster County senior living marketplace. It also illustrates the tremendous support the Village receives through Donors, Volunteers and Team Members. Combined, these various elements substantially contribute to our sound financial performance.

The tremendous support the Village receives through Donors, Volunteers and Team Members substantially contributes to our financial performance.



Our Finances

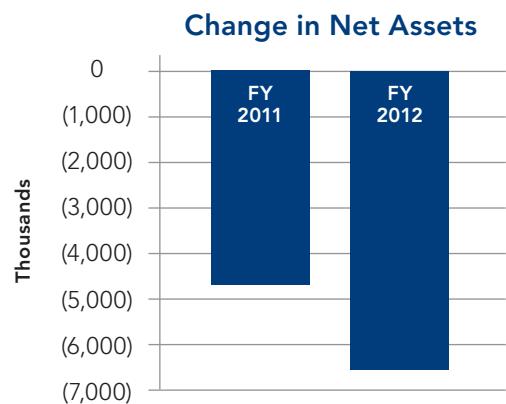
More than five years ago, we embarked on an ambitious and exciting construction project that would dramatically change our campus.



Construction wrapped up in late 2010, and today we have seen that dream come to fruition with essentially full occupancy and the many opportunities that enhance the lives of our Residents. So, as one chapter in Brethren Village's history concludes and another begins, let's discuss the financial results for fiscal year 2012.



In the past year, our total revenues grew modestly by 2 percent. Net Resident service revenue increased more than 10 percent as residency within all levels of care improved from the prior year and we reached stabilized occupancy. We deeply appreciate the generous gifts and bequests from individuals, organizations and other groups who thoughtfully support our ministry through unrestricted giving, resulting in a relatively consistent level of giving each year. In the prior year, a curtailment gain was recognized when our defined benefit pension plan was frozen. Investment income, which includes realized and unrealized gains/(losses), reflects the fluctuating market value of our investments. Our capital campaign — funds from which are included in the net assets released from restrictions — is winding down as pledges made during the project are being fulfilled. We celebrate this growth in revenue, acknowledging the shifts within the financial line items.



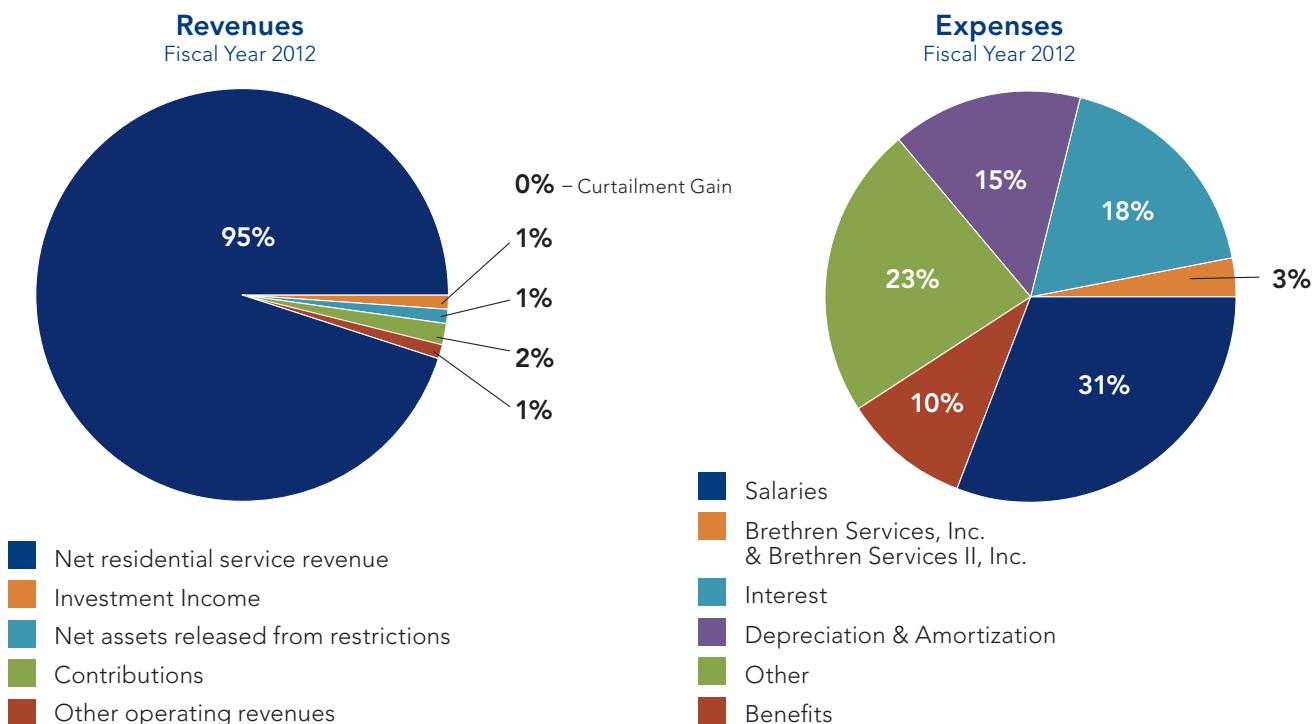
Our total expenses also grew modestly by 1 percent. Salaries and benefits, representing about 41 percent of our total expenses in each fiscal year, increased by 2 percent. Other costs, such as utilities, food, supplies, etc., were effectively reduced year-over-year by 3 percent, which held total expense growth to 1 percent. Our department directors and supervisors are to be commended for their exceptional management of other expenses. Depreciation and amortization increased as the result of fixed assets being in service for the full fiscal year in 2012, whereas the prior fiscal year included only a partial year of service.

Reflecting on recent years, particularly fiscal year 2012, the Team's emphasis on improving financial operations is exceptional, as it allows Brethren Village to continue focusing on our ministry while maintaining good financial health.

	FY 2011	FY 2012
Total Revenues	33,895,952	34,521,342
Operating Income/(Loss)	(6,670,661)	(5,392,056)
Change in Net Assets	(4,764,678)	(6,512,076)

	FY 2011	FY 2012
Net resident service revenue	29,709,188	32,753,071
Other operating revenues	373,502	259,993
Contributions	667,532	636,413
Curtailment gain	617,232	-
Investment income	1,517,012	510,901
Net assets released from restrictions	1,011,486	360,964
Total revenues	33,895,952	34,521,342

	FY 2011	FY 2012
Salaries	11,713,298	12,296,834
Benefits	4,021,437	3,733,456
Other	9,322,025	9,051,233
Depreciation & amortization	5,562,102	5,968,028
Interest	7,302,475	7,244,684
Brethren Services, Inc. & Brethren Services II, Inc.	1,128,264	1,108,262
Total expenses	39,049,601	39,402,497



Our Operational Excellence Initiatives

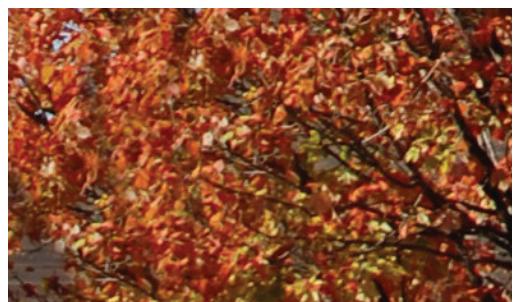
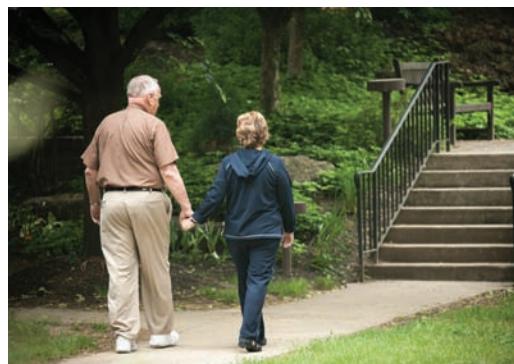
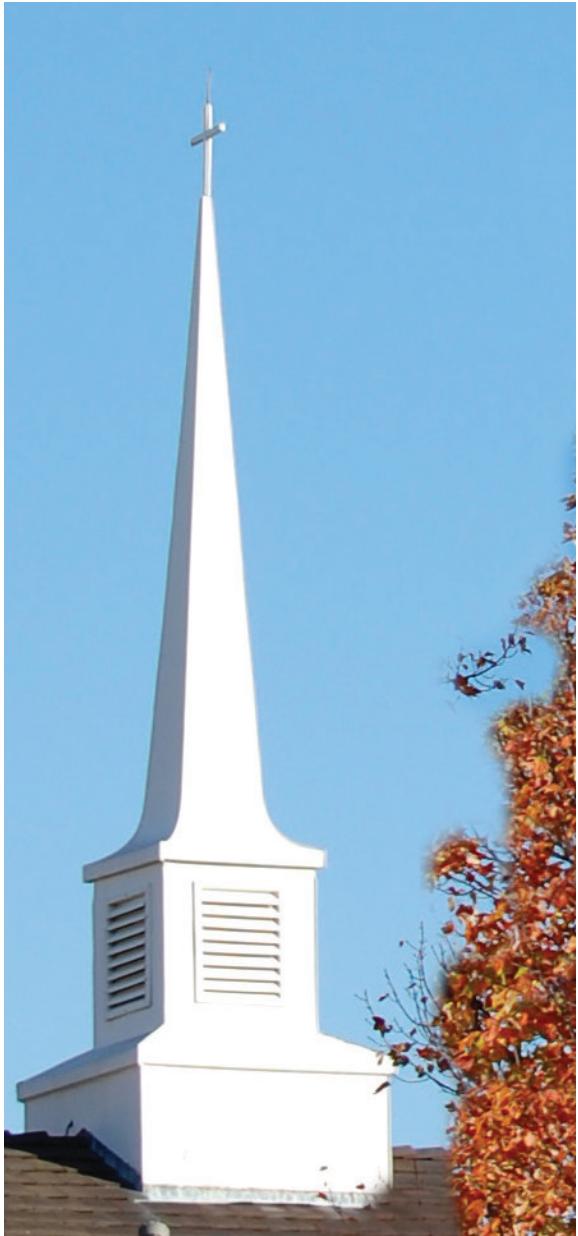
As part of our continued goal to be effective stewards of our operational dollars, the Brethren Village Operational Excellence Task Force meets regularly to develop and oversee the implementation of various improvement initiatives.



These new initiatives will result in an improved financial position for the Village, one that is crucial and required to achieve continued success of our ministry.

Over the past year, we have identified opportunities that will enable Brethren Village to improve operations and better fulfill our financial obligations. Many of these projects are already underway or planned for implementation by year-end. These new initiatives will result in an improved financial position for the Village, one that is crucial and required to achieve continued success of our ministry. The following consolidated initiatives outline changes in our current operations:

- Implementing alternative Resident aging-in-place strategies (ongoing)
- Maximizing post-hospital rehabilitation opportunities (ongoing)
- Enhancing revenue streams from existing services and renegotiating contracted services (ongoing)
- Increasing campus occupancy in residential living and personal care (success: we have achieved our occupancy goals)
- Modifying current staffing patterns, benefits and workforce realignment (success: our staffing structure now better aligns with the industry standard for health care workers)



Our Charter Restructure

For many years, Brethren Village has been governed as a board-driven organization, despite the fact that our Charter had outlined a member-based entity.



Many other nonprofit organizations have moved away from member-based structures to governance by a Board of Directors. Brethren Village is now officially bringing the organization in line with such nonprofit industry principles.

Under the new bylaws, there are no longer voting members of our organization. However, Brethren Village welcomes the congregations of the Atlantic Northeast District Church of the Brethren as ministry partners. We will work in collaboration with these ministry partners to continue to uphold our mission of providing a multi-faceted ministry of caring for seniors and their families.

Additionally, in order to address the increasing complexities of the senior care industry and to better represent the diversity of the community we serve, we have amended the Charter to include up to three Board Members who are not members of the Church of the Brethren. This change will help ensure that we have Board Members with diverse backgrounds and skill sets. Members of the Church of the Brethren will continue to hold the majority — no less than three-quarters — of the seats on the Board, and all Board Members will be required to sign a “faith statement” and affirm their agreement with the Village’s mission, vision and core values.

We are confident that these changes will better equip Brethren Village for continued success for future generations.



Our Donors

07/01/2011 THROUGH
06/30/2012

Brethren Village is deeply thankful to these individuals, churches and businesses for their generous support of our ministry. We endeavor to publish accurate recognition and apologize for errors or omissions to this list. Please contact the Development Office to report corrections.

* Denotes deceased

CHURCHES

Atlantic Northeast District
Blue Ball Church of the Brethren
Brethren Village Chapel
Chiques Church of the Brethren
Cocalico 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
Lititz Church of the Brethren
Lititz Moravian Congregation
McVeytown Presbyterian Church
Mechanic Grove Church of the Brethren
Middle Creek Church of the Brethren
Mohler Church of the Brethren
Mountville Church of the Brethren
Stevens Hill Community Church
Swatara Hill Church of the Brethren
Thomas Mennonite Church
West Green Tree Church of the Brethren
White Oak Church of the Brethren

ORGANIZATIONS

Bethany's Sunday School Class
Brethren Village Auxiliary
Brethren Village Chapel Choir
Brethren Village Workshop
Chapter BA PEO Sisterhood
Cobys Family Services
Friendly Circle
Greater York Professional Firefighters
Keystone State Quartet
Lancaster Camera Club

Lancaster Micro Computer User Group
Manheim Township Lions Club
Susquehanna Valley Mariners Chapter
United Way of Lancaster County

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Simplex Grinnell
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Williams Apothecary, Inc.
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Wohlsen Construction Company
Woodstream Corporation
Worley & Obetz, Inc.

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Lavonne I. Grubb	Elizabeth F. Huber	Mr. & Mrs. Harry L. Light		Mr. & Mrs. Barry L. Nyman		Mr. & Mrs. Kenneth E. Sensenig	Mr. & Mrs. Francis H. Vick
Linda L. Guidl	Mr. & Mrs. H. Glenn Huber	Ruth C. Liss		- O -		Mr. & Mrs. Michael C. Vinson	Mr. & Mrs. Michael C. Vinson
Mr. & Mrs. Rae Guistwite	M. Louise Huber	Herbert S. Long		Wayne Oas		Mr. & Mrs. Corey Voegele	Patricia Unser
K.M. Gulden	Hazel K. Huffman	Mr. & Mrs. Jim Long		Mr. & Mrs. John L. Longenecker		Wilda D. Von Stein	Wilda D. Von Stein
- H -	Mr. & Mrs. David G. Hughes	Mr. & Mrs. John B. Lutz		Donna R. Lubbs		Mr. & Mrs. P. Timothy Vought	- W -
Kitty Hackman	Mr. & Mrs. Keith Hummel	Mr. & Mrs. Lamar B. Lutz		Mr. & Mrs. Alan Over		Anne R. Wade	Anne R. Wade
Ruth E. Hackman	Kathryn E. Hunsicker	- M -		- P -		Mr. & Mrs. Jason Waite	Mr. & Mrs. Jason Waite
Virginia Ann Hahn	Mr. & Mrs. Donald Hursh	Mr. & Mrs. Burton Margolis		Mr. & Mrs. Dominic J. Pasta Sr.		Mr. & Mrs. David D. Walczyk	Mr. & Mrs. David D. Walczyk
Mr. & Mrs. Martin A. Haitz	Mr. & Mrs. Allen Hurst	Mr. & Mrs. James W. Marks		Charles L. Pawling		Elizabeth Ann Walker	Elizabeth Ann Walker
Mr. & Mrs. David G. Haldeman	Mr. & Mrs. Clifford K. Hurter	Mr. & Mrs. Kenneth W. Martin		Virginia W. Paxson		Joanne L. Ward	Joanne L. Ward
Mr. & Mrs. Robert Haldeman	Jane Huston	Mr. & Mrs. Ronald E. Martin		Arlene J. Peffley		Martha Warfel	Martha Warfel
Mr. & Mrs. Gerald E. Hammie	Mr. & Mrs. Lester D. Hylton	Mr. & Mrs. Tim R. Martin		Mr. & Mrs. Stephen E. Perkoski		Mr. & Mrs. Randy Warfel	Mr. & Mrs. Randy Warfel
Mr. & Mrs. Raymond Hargreaves	- I -	Mr. & Mrs. William A. Martin		Elva W. Perry		Dorothy S. Watson	Dorothy S. Watson
Mr. & Mrs. Elvin T. Harnish	Keneen M. Iobst	Harriet Maurer		Mr. & Mrs. Robert A. Peters		Mr. & Mrs. Chad Weaver	Mr. & Mrs. Chad Weaver
Don Harpin	Yolanda Irons	John Y. May		Lou Petriini		Cleo Weaver	Cleo Weaver
Mr. & Mrs. Henry D. Harry	- J -	Kathleen McCabe		Dominic Pizzola		Dr. & Mrs. Gerald L. Weaver	Dr. & Mrs. Gerald L. Weaver
Esther H. Hartman	John T. James	Mr. & Mrs. Francis McCaffrey		Janet Pontz		Mr. & Mrs. Glenn Weaver	Mr. & Mrs. Glenn Weaver
Mr. & Mrs. Ronald A. Hartmann	Mr. & Mrs. John P. Jerrell	Vin McCaffrey		Pamela J. Popson		Mr. & Mrs. Jay D. Weaver	Mr. & Mrs. Jay D. Weaver
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Dr. & Mrs. W. Allen Hauser	Patricia Johnston	Mr. & Mrs. James McGuigan		Kelly Purcell		Ben Wenger	Ben Wenger
Mr. & Mrs. Frederick C.	- K -	Ana Maria P. McKenna		Dr. & Mrs. Jeffrey L. Putt		Mr. & Mrs. C. Donald Wenger	Mr. & Mrs. C. Donald Wenger
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Mr. & Mrs. Michael Hawthorne	Mr. & Mrs. Reuben R. Kauffman	Mr. & Mrs. Gerald E. McOmber		- R -		Norman Smith	Norman Smith
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Arlene Heisey	Mr. & Mrs. Clarence A. Keener	J. Harold Merkey		Lorna Raver		L. Lorraine Smythe	L. Lorraine Smythe
Miriam Heisey	Mr. & Mrs. Harlan N. Keener	Deborah Merritt		Mr. & Mrs. Charles Reading		Anna Snader	Anna Snader
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Alliegra Hess	Janet Kipple	Mr. & Mrs. Paul E. Mohn		Nancy Roddy		Jesse Stauffer	Jesse Stauffer
Anita F. Hess	Dr. Otis D. Kitchen	Kathy Morris		Mr. & Mrs. Robert J. Stewart		Mr. & Mrs. Wayne Stauffer	Mr. & Mrs. Wayne Stauffer
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Mr. & Mrs. Claude H. Hess	Mr. & Mrs. Ronald C. Krause	Mr. & Mrs. Ronald C. Krause		Mr. & Mrs. Martin N. Risser		Mr. & Mrs. Richard Stehr	Mr. & Mrs. Richard Stehr
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Julia A. Hess	Mr. & Mrs. James G. Kreider	Marie Mumma		Kathy Morris		Mr. & Mrs. Robert J. Stewart	Mr. & Mrs. Robert J. Stewart
Mr. & Mrs. Richard H. Hess	Kathy Kuhns	Mr. & Mrs. Edward Murphy		Mr. & Mrs. Rodney Murphy		Michele Stipe	Michele Stipe
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Robert Hess	Mr. & Mrs. Robert H. Kurtz	Lee A. Murray		Mr. & Mrs. Zev Rose		Mr. & Mrs. John D. Stoner	Mr. & Mrs. John D. Stoner
Mr. & Mrs. Robert E. Hess	Suzanne M. Kurtz	Barbara Ellen Music		Carolyn S. Roseberry		Nancy J. Stoner	Nancy J. Stoner
Mr. & Mrs. Marlin R. Hibshman	- L -	H. Lloyd Musser		Mr. & Mrs. Donald K. Roseman Jr.		Mr. & Mrs. Sam Stoner	Mr. & Mrs. Sam Stoner
Lynda G. Hicks	Diane Lamkin	Mr. & Mrs. Nevin L. Myer		Mr. & Mrs. W. Clemens		Mr. & Mrs. Timothy D. Stoner	Mr. & Mrs. Timothy D. Stoner
Mr. & Mrs. Larry S. Hiestand	Vinnie Landi	Mr. & Mrs. Robert Myer		Rosenberger		Elva H. Styer	Elva H. Styer
Mr. & Mrs. W. Gregory Hill	Mr. & Mrs. Christ G. Lapp	Deborah J. Myers		Elizabeth Roth		Mr. & Mrs. William Suk	Mr. & Mrs. William Suk
Mr. & Mrs. Robert D. Hill III	Judith A. Lauch	Mr. & Mrs. Jere L. Myers		Harold A. Rothenberger		Esther H. Summy	Esther H. Summy
Quay L. Hisong	Rev. John Layman	Kathy Lynn Myers		Paula Roussel		Mr. & Mrs. Lloyd Swarr	Mr. & Mrs. Lloyd Swarr
Hazel A. Hoak	Ray Leckrone	Mary Jane Myers		Mr. & Mrs. Gregory J. Royer		Dr. & Mrs. John W. Siegart	Dr. & Mrs. John W. Siegart
Madalyn Hofferth	Karen R. Lee	Mr. & Mrs. Robert E. Leeper		Mr. & Mrs. Arthur F. Rudy		Mr. & Mrs. Gene Swords	Mr. & Mrs. Gene Swords
Mr. & Mrs. Harold E. Hollinger				Janice L. Ruhl		- T -	- T -
Mr. & Mrs. J. Graybill Hollinger				Mr. & Mrs. Randy L. Rupp		Mr. & Mrs. Charles P. Taylor	Mr. & Mrs. Charles P. Taylor
Mr. & Mrs. Jay Hollinger				Sarah G. Ruppert		Rev. & Mrs. Mark Tedford	Rev. & Mrs. Mark Tedford
Norma C. Hollinger						Judith Tenne	Judith Tenne
Mr. & Mrs. Philip S. Hollinger						Nancy Terry	Nancy Terry
Rhoda Hollinger						The Bryde's	The Bryde's
Allan K. Holm						The Emmitt's	The Emmitt's
Mr. & Mrs. Ronald Hontz						The Odorski's	The Odorski's
Robert Hopple							

Our Outreach

At Brethren Village, we take pride in being good citizens. That means not only within our community here in the Village, but in the community at-large.

Whether it is offering free use of our facilities, creating education and internship opportunities, or donating food and supplies to those less fortunate, we see our community involvement as an extension of our goal of Christ-like care for those around us.

Here are some of the highlights of our work in the community this past year:

- 120 affordable housing apartments through HUD
- Provided \$3.73 million in revenue to Lancaster County businesses through vendor relationships
- Hosted geriatric nursing and dementia interns from Harrisburg Area Community College for 6-weeks
- CROP Hunger Walk program on Brethren Village land
- Lancaster Seminary internships
- Free facility use for local civic/community groups
- Youth volunteer opportunities
- Support of Manheim Township and East Petersburg fire companies
- Support of service-based outreach programs through Brethren Village Auxiliary and Resident Interest Groups
- Annual educational seminar in January for area pastors and others in the care-giving ministry
- Resident-initiated Styrofoam recycling program
- Donated furniture, clothing and household goods to a local church thrift shop and the Salvation Army
- Loaned out one of our buses for an event benefiting the Hands-on House Children's Museum
- Provided internship opportunities in coordination with local business and technical schools
- Donated clothing and blankets to those affected by Hurricane Sandy
- Food drive by Residents to benefit Alpha and Omega Ministries



Our Memorials & Tributes

07/01/2011 THROUGH 06/30/2012

* Denotes deceased

Financial support given 'In Honor' and 'In Memory' of a loved one helps Brethren Village fulfill our serviced-based mission of providing Christ-like care. We would like to express our true and sincere appreciation for the following gifts on behalf of the Village community. We endeavor to publish accurate recognition of financial contributions and apologize for errors or omissions in this list. Please contact the Development Office to report corrections or if you are interested in becoming a valued donor to the Village.

IN HONOR OF:

Our Children

Mr. & Mrs. Albert M. Evans

Betty Applebach

Nancy E. Herr*

Edith Bertolet

Dr. John L. Batchelor

Katherine & Richard Bingaman

Mr. & Mrs. Robert E. Bingaman

Mary Chew

Patricia Unser

June DeBolt

Mr. & Mrs. Gregory Schmuck

Ken & Catherine Dietrich

Thomas M. Neal Jr.

Harold & Helen Emmitt

The Brydes
The Emmitts
The Odorskis

Dorothy Enck

Paul Enck Jr.

Kenneth C. Fassnacht

Gerald Fassnacht

Eugene & Ellen Groff

Mr. & Mrs. Ronald A. Hartmann

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Mr. & Mrs. Brayton M. Hershey

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Martha Hess

Mr. & Mrs. Burnell Kreider

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Dorothy Kerr

Mr. & Mrs. David Kerr

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Carol Ann Dufrene

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Galen & Joan Miley

Gail Miller

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Mr. & Mrs. David J. Miller
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Barbara E. Music

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Arlene Stauffer

Mr. & Mrs. Glenn Sanner

Clara Stauffer

Ardell B. Gehman

Joanne Stehr

Lindsley Consulting Group

Samuel & Alice Stoner

Mr. & Mrs. John D. Stoner

Samuel H. Stoner

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Todd Strickler

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Erma Underkoffer

Larry Underkoffer

Paul & Jean Wedel

Dana Wedel

Paul Wiker

Gladys Z. Clemens

J. C. Wine

Mr. & Mrs. Robert E. Leeper

Earl & Vivian Ziegler

Mr. & Mrs. Michael W. Ziegler

Mildred Zimmerman

Mr. & Mrs. David Currin

Raymond & Phyllis Zimmerman

Lee A. Murray

IN MEMORY OF:

Lloyd W. & Verna G. Albright

Faye Gelhard

Arlene Andrew

Mervin L. Andrew

Dr. Harold Arvidson Jr.

Louise Arvidson

Garnella Auchenbach

Dr. & Mrs. Clark McSparren Jr.

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Joyce H. McClintock

Sallie Bachman

Mr. & Mrs. Donald Bachman

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Joseph F. Baehr

Mary Bair

Lois Ashman

David J. Barney

Mary Joan Barney

John & Carmella Barr

Dr. Robert Barr

Edna Mae Barrett

Mr. & Mrs. Walter Chamberlain III

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Mr. & Mrs. Luke Albert C. S. Basehore

Mr. & Mrs. William N. Clewes

Yolanda Irons

Mr. & Mrs. P. Timothy Vought

Mr. & Mrs. Jason Waite

Dr. & Mrs. Levi J. Ziegler

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G. Daniel Baughman

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Mr. & Mrs. Kenneth H. Bealer

W. Harold Bealer *

Mary A. Harvey-Melleby

W. Harold Bealer

Larry D. Earhart

Esther H. Hartman

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Enos & Mary Beck

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Charles & Bessie Black

Bessie Byrnes

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Sally N. Eisenhauer

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Col. Donald E. & Dorothy M. Boyd

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June K. Boyd

Dorothy M. Boyd

Esther H. Hartman

Betty P. Brals

Dr. Cherrie Soper

Ruth B. Brandt

Marian B. Snively

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Constance Brown

George L. Brown

Sarah L. Brown

William & Doris Brown

Constance Brown

Margaret Buch

Mr. & Mrs. David B. Wood

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Mr. & Mrs. Nevin L. Myer

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Bessie Byrnes

Mildred Cathen

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Mervin L. Andrew

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Mr. & Mrs. Ronald Hontz

Lancaster Reg. Med. Center

Diane Buckholder

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Bob Moore

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Mr. & Mrs. Francis C. Mochnoc

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Dr. & Mrs. Gerald L. Weaver

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Constance Brown

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Mr. & Mrs. John H. Bailey

Constance Brown

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Rev. & Mrs. David R. Fisher

LaRue M. Helm

Arlene S. Keller

Herbert S. Long

Mr. & Mrs. Michael W. Steger

Suzanne D. Trapnell

M. Carlton Chew

Mr. & Mrs. Jim Albertson

Mary Chew

Bethany's Sunday School Class

Mr. & Mrs. Richard Bingell

Mr. & Mrs. Albert M. Evans

Elizabeth H. Geiger

Elva W. Perry

Patricia Unser

Ruth Coy

Mr. & Mrs. Milton Hostetter

Mr. & Mrs. Robert D. Kurtz

David Culp

Mr. & Mrs. William R. Culp

Hilda Davis

Anna Brenesal

Gary DeCarlton

Emma DeCarlton

William DeCarlton

Emma DeCarlton

Laura J. DeVries

Larry D. Earhart

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Mr. & Mrs. George H. Miller Jr.

Marilyn Miller

Velva Jane Dick

Mr. & Mrs. Charles A. Douglass

LaRue M. Helm

Harvey & Sara Douie

Deborah Merritt

Robert J. Dowie

Anna Dowie

Anna Mary Dubble

LaRue M. Helm

Donald Dull

Mr. & Mrs. James C. Armstrong

Constance Brown

Mr. & Mrs. Walter D. Cammauf

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Mr. & Mrs. Carson R. Sell

Ruth "Toni" Earhart

Larry D. Earhart

Delilah Emenheiser

Mr. & Mrs. James Heck

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William E. Evans Jr.

LaRue M. Helm

Nelson R. Evans

Mr. & Mrs. Albert M. Evans

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Mr. & Mrs. Lynn B. Fahnestock

Mr. & Mrs. Lamar B. Fahnestock

Mary Fahnestock

Jane E. Godshall

Marian Graybill

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LaRue M. Helm

Mr. & Mrs. Donald King

Martha Fahnestock

Mr. & Mrs. Gerald Radzay

Paul Fahnestock

John H. Fahnestock

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Ruth Fassnacht

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Elva Perry

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Rita L. Firestone

Leroy S. Fisher

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Mr. & Mrs. William H. Fordney Jr.

Ella M. Forney

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Mary Forney

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Elizabeth Foust

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Ardell B. Gehman

Virgie Heisey

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Gretchen Hellstrom

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Mr. & Mrs. George Thompson

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Helen Markey Kauffman Rev. & Mrs. Stewart B. Kauffman	Patricia Mannon Matah H. Hostetter Mr. & Mrs. Allen Hurst Mr. & Mrs. Curtis Johnson	Mary L. Lehman David Lehman	Frances K. Reinhold Jean L. Mimm Her children	Edgar C. Wood Mr. & Mrs. David B. Wood
Marian Keith Mr. & Mrs. Lester Brumbach Linda L. Guild Mr. & Mrs. James Heck Mr. & Mrs. Mervin H. Keith Mr. & Mrs. Clifford H. Keith Kathy Keith Harriet Maurer Dorothy M. Rineer Woodstream Corporation	Wilbur & Evelyn Martin Mr. & Mrs. Tim R. Martin	Robert B. Long Mr. & Mrs. George H. Miller Jr.	Amos Rettew Marian Rettew	Helen S. Wood Mr. & Mrs. David B. Wood
Norman E. Keller Arlene S. Keller	Roy E. Longenecker Paula Roussel, MD	Linn & Mildred Longenecker Mr. & Mrs. William K. Ebel	Eileen Ribeth June DeBolt Mr. & Mrs. Gregory Schmuck	Erika L. Wubbena Theda Baslock
Walter G. Keller Mr. & Mrs. David B. Wood	Loved Ones Betty K. Applebach	Parents Mr. & Mrs. James Murray	Howard Robbins, MD Ned Robbins	Ralph Bittner Ralph Bittner
Donald L. Keperling Charles F. Snyder Funeral Home & Chapel Mr. & Mrs. James Heck	Patricia Mannon Esther H. Hartman	William & Mary Parmer Mr. & Mrs. Lamar B. Lutz	Donald & Martha Robbins Mr. & Mrs. Gerald E. Hamme	Frances K. Crawford Frances K. Crawford
Rev. Charles S. Kerr Mr. & Mrs. David Kerr Dorothy W. Kerr	Wilbur & Evelyn Martin Mr. & Mrs. Tim R. Martin	B. Renee Paul Mr. & Mrs. Albert M. Evans Shirley D. Kelley	Howard Robbins, MD Ned Robbins	Cynthia James Cynthia James
Evelyn Kilburn Anjali Bhan	Ross S. McClintonck Joyce H. McClintonck	Anna Pawling Mr. & Mrs. Harry E. A. Gockley Mr. & Mrs. Larry W. Leininger Charles L. Pawling Mr. & Mrs. Elvin J. Ressler	Julia Rosnick Mr. & Mrs. Wendell Helmey Kelly Purcell	Jacqueline Johnson Jacqueline Johnson
				Elsie T. Zug Nancy Terry
				Samuel L. Zurin D. Jean Zurin

Our Volunteers

07/01/2011 THROUGH
06/30/2012

The following individuals make a significant contribution to Brethren Village and we are grateful to those who continue to help us grow with purpose. We endeavor to publish accurate recognition of volunteer efforts and apologize for errors or omissions in this list. Please contact Volunteer Services to report corrections, or if you are interested in becoming a valued volunteer at the Village.

- A -

Helen Adams
William H. Adams
Miriam G. Aldinger
Miriam M. Aldinger
Isabell Alleman
Jean Allen
Robert Allen
Margaret Anders
Mervin Andrew
Clyde Angle
Beverly Angle
Betty Applebach
Louise Arvidson
Betty J. Aulhouse
Donald Aurand

- B -

Alta Bantz
Anna M. Bare
Elmer Bare
Orpha Bauer
Patricia Bauer
Kathy Bealer
Kenneth H. Bealer
Christine Beamer
Judy Becker
Nan Beinhower
Orpha Beinhower
Jean Belmonte
J. Kenneth Bender
Edith Bertolaet
Charles Bieber
Eva Bishop
Eva Bishop
Jean Bolemonte
Judy Bollinger
Gladys (Sally) Boudier
Leroy Bowman

- C -

Mickey Bowman
Mary Ann Breneman
Ann Brensal
Connie Brown
James E. Brubaker
Marion Z. Brubaker
Phyllis A. Brubaker
Sarah (Sally) Brubaker
Alan Buch
Anna N. Buckwalter
David Buckwalter
Marian Buckwalter
Mary Burnaford
Mary Alice Butkofsky

- D -

Sally (Sarah) Davis
John de Perrot
Lucy M. de Perrot
June Debolt
Kerry Debolt
Emma (Betty) E. DeCarlton
Betty Denlinger
Estelle Devries
Elizabeth Diem
Mary Doersom
Anna Mary Dubble
Doris Dussinger

- E -

Larry (Sarge) Earhart
Esther Ebright
Ina Elliot
Sarah C. Enders
Alma Espenshade
Albert M. Evans
Louisa Evans
Dorothy Ezard

- F -

Ruth Fassnacht
Darlene Fenninger
Carol Ferris
Richard Ferris
Fannie K. Fisher
Floy Fitzkee
Brian Flaharty
Ross Formica
Joan Fritsch-Miley
Donald Furgerson

- G -

Doris B. Gallion
Anne Galovich
Rhoda Gamble
Betsy Gardner
Charles Garrett
Mary A. Garrett
Dorothy Gehmann
James N. Gehman
Florence Geid
Beverly Gerhart
Rhoda Gerlach
Evelyn Gerstlauer
Karen J. Gerth
Joan Gibble
Rose Gibble
Dee Gish
Grace S. Glasmire
Gladys Gochnauer
Lillian Gockley
Pauline Gordley
Bernetta Graham
Galen Graham
Alma Graybill
Ben Greenawalt
Terry Griggs
Edith Grim
Ellen Groff
Lavonne Grubb

- H -

Esther Hackman
Kathryn Hackman
David Haldeman
Mary E. Haldeman
Robert Haldeman
David Harnish
Paul Harnish
Jean Harris
Esther Hartman
Elvin Heck
Jeanne Heck
Linda Heck
Arline Heisey
Linda J. Heisey
LaRue M. Helm
Sig Helstrom
Erma Herr
Virginia Herr
Ella E. Hershey
Ella Mae Hershey
Ruth B. Hershey
Martha Hess
Esther Hiller
Hazel Hoak
Paul Hollinger
Rhoda Hollinger
Bud Hornberger
John D. Hornberger
Landis Hornberger
Lisa Hornberger
Caroline Huber

- I -

Hazel Huffman
Bryan Hughes
Marilyn Hummel
Bernard Jacobson
Naomi Jacquet
Katie Johnson
Patricia Johnston
Lucille Jurell

- J -

John Keesey
Mervin Keith
Miriam Keith
Harold Keller
Heidi Keller
Helen Keller
Robert Keller
Robert Keller
Alice Keller-Stoner
Marion Kempf
Polly Kilheffer
Otis Kitchen
Frances Kneideisen
George Kneideisen
Lori Krouse
George Koelsch
Peggy Koelsch
Sara Kreider
Beatrice Kurtz

- L -

Estelene Ladd
Kathryn Lefever
Julia Levis
Joanne K. Liggett
Miriam L. Little
Jean Longenecker
Donna R. Lubbs

- M -

Josephine Manhaney
Joyce E. Marks
David Martin
Elizabeth Martin
Elva Martin
Lois Z. Martin
Mildred M. McElhenny
Ana McKenna
William L. McKinney
Barry McKinney
Joann McOmber
Fannie Mellinger
Judy Mellinger
Mervin Mellinger
Mae Meringer
Merville Messick
Priscilla Michael
Galen Miley
Jean S. Miller
Elva Miller
George Miller
Norma J. Miller
Jean Mimm

- N -

Mary Ann R. Mohler
Florence Mohn
Doris Moyer
Bettie Mull
Irene E. Musser
Jean Myer
Nevin Myer
John R. Nauman
Judy Nauman
William P. Neyer
Corinne H. Nissley

- O -

Reba Ober
Charles Ober
Jane Oberle
Jill Oehme
Lou Phillips
Ursula Post
Charles Pratt
Marie R. Pratt

- Q -

Donna Quick
Harry Quick
Audrey Quinn
Evelyn M. Quinn

- R -

Adele G. Redday
Dorothy Reitsma
Julia Reihl
Jesse Riehl
Betty Risser
Carl Risser
George Rissler
Leah Ritter
Reba Roberts
Clara G. Rohrer
Faye Rohrer
Judy Rohrer
Joan Roth

- S -

Bernice C. Seavers
Joy Self
Sharon Sexton
Audrey Shadeck
Carol Shank
James Shank
Robert A. Shearer
Betty Shelly
Marion Shelly
Esther Shenk
Mary Showers
Corinne Sinisi
D. Lester Smeltz
Ruth Smeltz
Alta Mae Smith
Dorothy Smith
Maratha Smith
Dorothy Smyth

- T -

Dorothy Walters
William E. Walters
Dorothy Warfel
Marian Warfel
Cleo Weaver
Werner Werner
Virginia Whiskeyman
Mary Whitacre
Betty White
Leon E. Whiteman
Marilyn Whiteman
Susanne Wiest
Mary Jane Wiggins
John Wilson
Mary Wilson
Richard Wilson
Lois Witman
Marty Witman
Doris J. Witmer
Dorothy Witmer
Charles H. Wolfe
James J. Wolgemuth
Jaris Woller
Ruth Ann Wood
Bette Worley
Hugh Worley

- Z -

Earl Ziegler
Vivian Ziegler
Constance G. Zima
Mildred Zimmerman
Susie Zook





Our Team Members

AS OF OCTOBER 1, 2012

Our dedicated Team Members help make Brethren Village the very special place that it is. Over the years, all of our Team Members have contributed to the mission and vision on a daily basis. We extend our appreciation to all of those who give their best to the Village, every day. Names are listed in chronological, then alphabetical order.



Years of Service:

5 or more

Jean E. Anozil
Betty K. Applebach
Maria L. Battaglia
Jean M. Becker
Jean Julio Bosquet
Steven D. Brubaker
Denise Burkhardt
Donato Cabrera
Cassandra S. Claiborne
Cathleen M. Clausen
Esther L. Courtney
Sharon L. Culp
Janet L. Davidson-Kilheffer
Kara B. Delany
Deanna J. Dell
Yeshihareg D. Demekie
Amanda C. Dixon
Georgiana Fassnacht
Deborah Fillmore
Norma I. Fisher
Kimberly A. Foehlinger
Sitina M. Galan
Tarranay A. Gallo
Carla M. Gardner
Lester J. Getz
Nathaniel L. Gordon
Patricia L. Griggs
Tricia L. Gruich
Robert A. Heim
Earl E. Henry
Katrina J. Hess
Kimberly G. Hohenadel

Philip S. Hollinger

Larry J. Hostetter
Farrah L. Hummel
Dixie L. Kiehl
Glenda L. Knight
Vincenzo Landi
Alicia L. Lando
Kevin C. Lee
Bethany G. Lindemuth
Dorothy A. Longenecker
Erin M. Martin
Beth Anne Matous
Sharon M. McCullough
Karen D. McIntyre
Sandra J. Miles
Rachel L. Miller
Kathy L. Morris
Nicole L. Mowrer
Connie L. Musser
Ruth K. Nyairo
Doris L. Onochie
Marie Gladys Paul
Marie-Nicole Pierre-Anozil
Anjelina Ramirez
Ashly L. Rankin
Susan Richards
Mellania L. Ribbon
Sandra K. Rock
Aaron M. Ruppert
Georgia L. Schmook
Kurt A. Schnader
Connie E. Shartle
Kay A. Shirk
Laura B. Spotts

Traceda R. Stanford

Dana E. Statler
Lourdes Toro-Cortes
Donald O. Wenger
Tara M. Wiker
Christopher D. Wise
Erin E. Wolfe

Bonnie L. Nye

Kenneth D. Ogle
David A. Palya
Carolyn L. Reisinger
Rosanne H. Rohrer
Melissa S. Rossos
Claudia C. Singer
Marsha E. Stahler
Sally A. Trimble
Shelly L. Trupe
Robert E. Walbrecht
Ruby O. Wenger
James J. Wimer
Debra L. Wingenroth
F. Scott Wissler
Glenda J. Witmer
Judy E. Young

Yvette R. Kaylor

Shelley M. Keifer
Linda S. Krofcheck
Carol A. Kurtz
Georgia A. Lutz
Lucy Lutz
Barbara A. Revilla
Jon D. Shaub
Joanne L. Stehr
J. Mark Tedford
Mark A. Todd
Tonya H. Wanger
Donna L. Ward
Betty M. Weaver
Scott J. Zeamer

Years of Service: 10 or more

R. Scott Adams
Bette A. Axe
Barbara J. Bigelow
Coleen E. Bits
David J. Creighton
Deborah R. Daubert
Ronald J. Dell
Kevin J. Eiche
Todd M. English
Pamela S. Formica
Anna K. Fritz
Lisa M. Groff
C. Edward Hamme
Julia A. Hess
Janet L. Kipple
Kathleen E. Kube
Kathleen A. Leiby
Ruth K. Martin
Lisa J. Melhorn
Brenda J. Metzler
Charles L. Miller
Kathy L. Myers
Alice M. Newman

Years of Service: 15 or more

Donna L. Blantz
Patricia A. Brendle
Louis E. Rosa Bultron
Carolyn M. Connelly
Dawn L. Connor
Juanita L. Crouse
Cheryl A. Forrey
Beverly J. Garbini
Jennifer L. Gerlach
Donna L. Getz
Elaine M. Hessen
Rose A. Horning
Jeffery L. Johnson

Years of Service: 25 or more

Mae K. Donough
Mary Ann Hostetter
Cynthia M. Lawless
Janet L. Pepper
Pamela Rhoades
Sherrie L. Rutherford
Lynne F. Sheaffer
Marsha A. Vital
Ruby Yoder
Judy K. Yunginger

Years of Service: 30 or more

John R. Baker
Gayle S. Johnson
Martha J. Lippert
Kathy Martzall
Mary Jane Sauder
Susan G. Wilson

Years of Service: 35 or more

Gary N. Clouser
Holly W. Parmer

Years of Service: 40 or more

Rose M. Ream

Brethren Village By the Numbers

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	\$179,563,805
Operating Revenues	\$34,010,441
Operating Income (Loss)	(\$5,392,326)
Investment Income	\$510,901

Accommodations

Residential Living Cottages	93
Residential Living Apartments	539
Personal Care Residences	141
Skilled Nursing Residences	120
Resident Census	1,038
Prospective Resident Waitlist	425

Employment

Full-time	263
Part-time	136
PRN (Seasonal)	78

Special Events

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



Preparing for Tomorrow

A message from our President and CEO



John N. Snader
President and CEO

I am honored and humbled to be selected as Brethren Village's President, and I look forward to serving the Residents, Team Members and the larger community of Village supporters.

This role may be new to me, but I am by no means a new face at Brethren Village. For the past year, I have proudly served on the Board of Directors, and my wife, Ellen, and I are long-time members within the Church of the Brethren.

I come to Brethren Village from Ephrata Community Hospital, where I served as Sr. Vice President for Customer Experience. In that role, I was responsible for shaping and directing the organization's approach to providing high-quality, high-touch care that connects emotionally with patients and their families. It is easy to see the parallels between that type of loyal care and the Brethren Village philosophy of providing Christ-like care to all of our Residents. I plan to use all that I learned at Ephrata Community Hospital to lead Brethren Village on an exciting journey as we grow with purpose in order to continue to fulfill our mission, vision and values.

I know that, in time, I will get to know all of our Residents, Team Members, Volunteers and Supporters, but in order for you to begin to know me, I wanted to outline a few of my thoughts on leading Brethren Village. My first priority in assuming role of President will be getting to know the organization, the people and the rich history. Listening to the various Village family members helps me better understand where Brethren Village is in its history, and to identify opportunities for our future.

The Continuing Care Retirement Community industry is constantly changing. Given this rate of change, there are several contributing factors for Brethren





Village's continued success. Above all, the key factor is the people; in particular, the Team Members who make Brethren Village the caring place our Residents call home. Lancaster County residents have many choices for retirement communities, but what makes Brethren Village so special are the people who provide services to our Residents every day. Their sense of calling, professionalism, caring and emotional connection to the Residents they serve makes Brethren Village the CCRC of choice among many seniors. This connection will be the key differentiator for us going forward. In the short time I have been on the job, I have already been impressed with the quality, dedication and competence of our Team Members.

At Brethren Village, we offer our Residents a sense of belonging. They are not looking for housing alone; they are looking for a community in which they are engaged — intellectually, spiritually and emotionally — and where they are part of a larger body of like-minded individuals and souls.

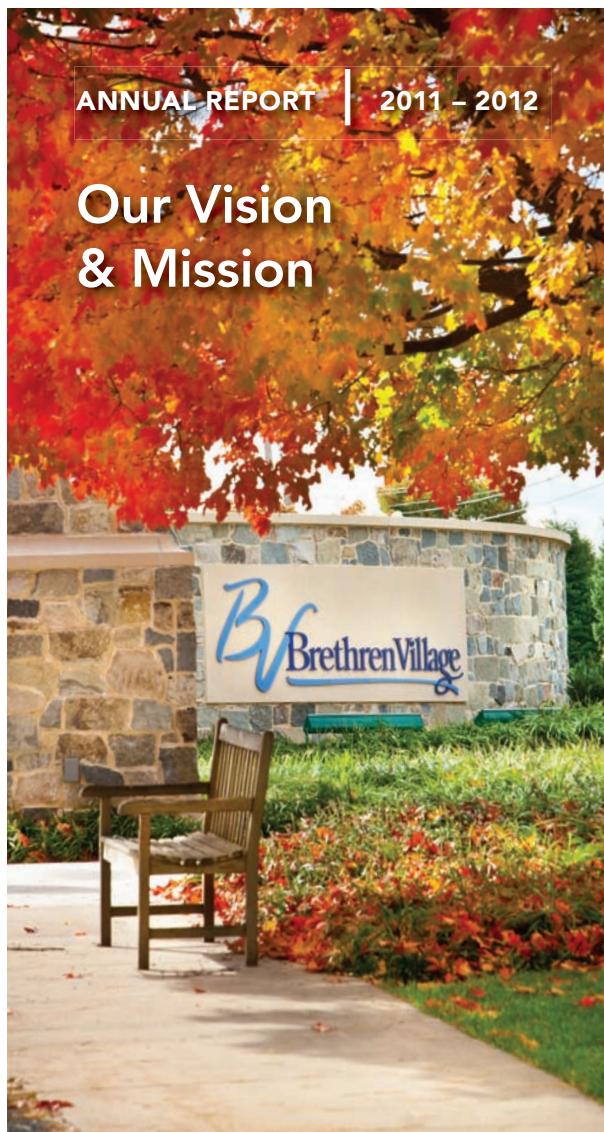
It is that connection that our Team Members should work toward, helping to constantly shape and nurture it. Brethren Village is an organization with a long history of successful innovation in addressing the needs of Residents throughout its 115-year history. Moving forward, we will build on that tradition and continue the innovative process as we seek to create a community that meets both the needs of Residents and their expectations for emotional satisfaction.

Growing up in the Church of the Brethren and being born and raised in Lancaster County, Brethren Village has special meaning for me. So many family, friends, relatives and even in-laws have called the Village home. Brethren Village has always been part of my life, and now I look forward to leading the Team Members, Residents, Volunteers and Supporters as we move into the future.

ANNUAL REPORT

2011 – 2012

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.



3001 Lititz Pike, Lancaster, PA 17606

www.bv.org



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