



MARTHA<sup>SM</sup>  
& MARY

ANNUAL REPORT | 2011 | *Transitions*



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## Mission

Martha & Mary provides quality, compassionate care and intergenerational experiences for children, adults and seniors regardless of faith, ethnicity or economic status.

We do this in a Christian manner by offering those we serve caring rehabilitation, a safe place to grow and learn and an opportunity to live with dignity, honor and individuality.





## Intergenerational Program

.....

The acclaimed intergenerational program (IGP) at Martha & Mary is the largest program of its kind in the nation directly associated with a long-term care facility. The success of this program is one of the ways that we're bridging generations and enriching lives for old and young alike.



Dear Friends,

What an exciting time to be involved in the fields of healthcare and early learning. Not a day goes by locally or nationally where the changing landscape of both professions isn't reflected in the headlines somewhere. At Martha & Mary we are building on our 120+ year history of service in the West Sound region to ensure we're able to offer exceptional care to our community amidst these transitions. A snapshot of the landscape ahead includes:

### HEALTHCARE REFORM AND EXPONENTIAL DEMOGRAPHICS

Regardless of what happens at the Supreme Court in 2012, there are many aspects of healthcare reform that are here to stay and will continue to impact providers like Martha &

Mary for some time. As our leadership (key staff and trustees) began studying what this new era of healthcare will look like, it became apparent that in the future there will be two types of providers:

- 1) Those offering excellent services;
- 2) Those that cease to exist.

As a result, we began benchmarking our outcomes when it comes to better care, better health and cost efficiencies. This has created a healthy dialogue between our staff and partner agencies. The successful implementation of the planning efforts coming out of this discussion will strengthen our ability to be an organization that offers excellent services in the future.

Locally, the "age wave" is upon us as our population of those over age 60 is

in the midst of increasing from 1 in 7 (2008) to 1 in 4 (2020). Nationally, the statistics related to the users of healthcare are also significant as 5% of the people use 50% of the resources. Needless to say, the complexity and pace of change that is brought about because of the statistics just mentioned create both opportunities and significant threats.

Every day more people are stepping into a health delivery system that is currently very fragmented with difficult care transitions for the clients and their families. If these transitions aren't managed effectively, the financial burdens for all involved can be very costly. In response, we started offering a new Care Management program in 2011 to help families navigate clear paths of service with increased coordination from our Certified Geriatric Care Management staff.



This new program is exciting for both the local community and for Martha & Mary. Our Care Management program will be helpful to families trying to manage the health affairs of their loved ones despite barriers related to geography and/or the busy pace of life. Our ability to offer a Care Management program also helps us continue to differentiate our AT HOME portfolio of services here in the West Sound as we're committed to helping families find the best solutions to their healthcare needs - not just the solutions that we offer.

#### RACE TO THE TOP AND EARLY LEARNING EXCELLENCE

Our education system (nationally and locally) is being challenged to find ways to get better results with fewer resources. The research shows that at least part of the solution for this challenge will come from early learning providers like Martha &

Mary. The first five years of a child's life are critically important, and when children receive a strong foundation, it helps give them a strong start in school which leads to a strong start in life.

As a result, Martha & Mary re-launched our Child Development Associate (CDA) program in 2011 to ensure that kids under our care are surrounded by an excellent and well-trained staff. In the spirit of our commitment to excellence in the field of early learning, we also embarked on a journey to get our sites accredited from the National Association for the Education of Young Children (NAEYC). This is a journey that will allow us to invest in our staff as well as better meet the growing needs of military families in our area.

In closing, I'd like to thank our supporters and our community for trusting and investing in the Martha

& Mary mission. When an organization is blessed and supported by the community with financial, volunteer and prayerful support the way that Martha & Mary has been, it allows us to grow our mission in new and meaningful ways, even in the midst of the transitions that await us.

Sincerely,

*Chad Solvie*

Chad Solvie, CEO





## PEOPLE

At Martha & Mary, we've always been about people serving people. Our dedication to personal care and professional excellence continued to reach new milestones in 2011.

**7<sup>th</sup>** Largest Employer in  
Kitsap County

In 2011, we  
served over

**2,250**

children and seniors  
in our community

**493**

**VOLUNTEERS**

*approx. 19,019 hours*

**536**

**EMPLOYEES**

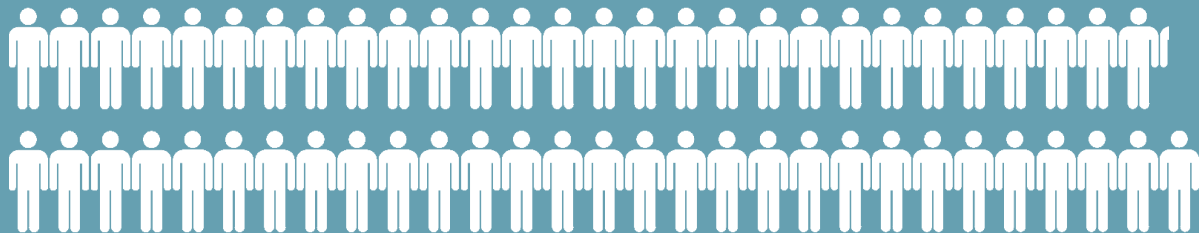
**1,430**

**CHILDREN SERVED**

**834**

**SENIORS SERVED**





<<



# Campaign of Renewal

## Our Community Scorecard

Martha & Mary is recognized throughout the West Sound region as an established and respected leader in early learning and senior health care services. We are grateful to our supporters, partners and clients for the opportunities we are given daily to make our community a better place to live.



In 2010, Martha & Mary began upgrade and renovation of our iconic building on Front Street in Poulsbo. We are grateful for the generous community support of these important improvements:

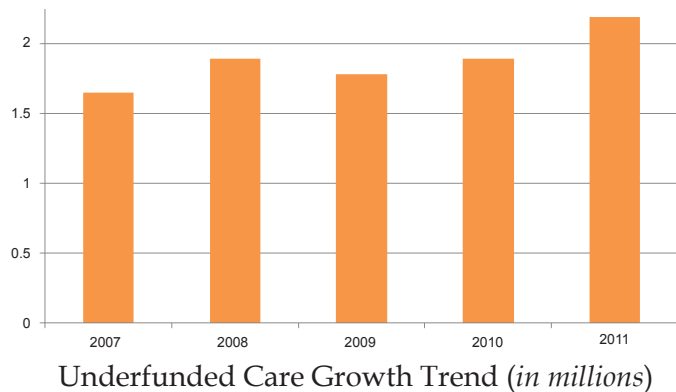
- Daily, patients reap benefits from our expanded rehab therapy suite and recover from injuries or surgery. Our rehab facility, replete with “return to home” program spaces that simulate staircases, railings, bathing areas and more, celebrated its first anniversary in 2011.
- Resident room renovations continue throughout the campus. Cabinets, lighting, paint and flooring are no substitute for care at the bedside. Surroundings mirror concern for the whole person, however, and residents appreciate the new look.
- Our residents and their families tell us repeatedly how much they like the way our main entrance and adjacent corridor welcomes them since these were updated in 2011. Special thanks to Drury Construction and Rice Fergus Miller for construction and design services.



## Underfunded Care

### *Mission in Action*

Our community relies on Martha & Mary and our mission to make high quality, compassionate care available to all who need us. In 2011, we provided more than \$2.1 million in undercompensated care to Kitsap area children, adults and seniors.



We all benefit, but most especially:

- Children from low-income families who get a great start every day in our child care programs—that's 29% of the kids in our care. Research shows that these are the kids in greatest need of this investment.
- Seniors who need access to quality care but can no longer afford to remain in their living situations. As a mission-based provider, Martha & Mary is committed to making a place for seniors who must find a new home because they are converting to Medicaid.
- Patients being supported by Medicaid whose rehab recovery requires days and weeks beyond what Medicare will pay for under current requirements. Achieving the best outcome for our patients sometimes means a longer course of care and therapy. Thanks to our sense of mission, patients stay with us until they are ready to return home.



A woman with long brown hair, wearing a white shirt, is leaning over a wooden table. She is smiling and looking at a baby. The baby has blue paint on their face and hands. The baby is wearing a red bib and a white shirt with green trim. The baby is sitting at the table, which has a pool of blue paint on it. The background is blurred, showing other people and tables.

## Discovering Life Together

.....

Playtime at Martha & Mary KIDS. It's fun, and it's also how children learn.



## Caregiver Training

### *Building Skills and the Kitsap Workforce*

To ensure exceptional care for children, adults and seniors, our caregivers – from licensed nurses to home care aides to child development associates – must adapt to rapidly changing environments and best practice standards. Training is the key to Martha & Mary's continued excellence and to meeting a steadily increasing demand for our services.

- 88 students graduated from our Nurse Assistant Certification (NAC) program in 2011. NACs are the backbone of our care-giving team - providing for the daily needs of our residents. They give the loving care at the bedside, 24 hours a day, 7 days a week. Martha & Mary is the main training source in Kitsap County as cutbacks to higher education have closed other NAC programs in the area.
- 17 students enrolled in our Child Development Associate (CDA) program, a nationally recognized certification. Both employees and early learning providers from the greater community enrolled for training to build their skills.







## All Systems Go

### *Harnessing Technology to Serve Our Clients Better*

Working smarter and more efficiently is essential to providing top-quality care. Here are some ways that Martha & Mary harnessed technology to help us serve our clients better in 2011:

- To maintain a safe and secure environment for the children in our care, we installed keyless entry systems at our three child care sites that can only be accessed by authorized persons. A community grant made this project possible.
- Technology upgrades resulted in smoother and quicker patient transitions from hospital discharge to admission to Martha & Mary. We reduced a process that used to take up to two days to one taking 20 minutes!



## Summer Meals for Kids



*Caring for Children  
in Our Community*

In 2011, the Martha & Mary KIDS program offered free meals to children through the USDA Simplified Summer Feeding program. Martha & Mary KIDS sponsored services at two sites – North Kitsap Elementary (Poulsbo) and Emmanuel Apostolic Church (Bremerton). We were able to provide approximately 11,500 meals during the 10 weeks of summer and help fill the nutrition gap for hundreds of families in our community.





## Enriching Life

.....

Martha & Mary - *not* only a place to live out life, but to live.



## LOCATIONS



### [Health and Rehab Center | Poulsbo](#)

190-bed skilled nursing facility providing short-term rehab, memory care, hospice and long term care

### [Child Care Center | Poulsbo](#)

100-child capacity for infants, toddlers and preschool children



### [Children's Learning Center | Poulsbo](#)

53-child capacity for preschool and Kindergarten students

### [Ebenezer Retirement Apartments | Poulsbo](#)

24 apartment units for residents age 62 and older

### [Early Learning Center | Silverdale](#)

149-child capacity for infants, preschool, Kindergarten and Before and After School students



### [Home Care Offices | Port Orchard](#)

Serving clients from Gig Harbor to Bainbridge Island to Jefferson County

### [Before and After School Program | Silverdale, Poulsbo and Kingston](#)

Offering on-campus programs at nine elementary schools throughout the Central and North Kitsap School Districts



## CHILDREN'S PROGRAMS

Martha & Mary began caring for our community's children in 1891, and that tradition continues today. As the largest child care provider in Kitsap County, Martha & Mary KIDS served more than 1,430 kids in 2011. Monday through Friday, the teachers and caregivers in our centers and school-based programs stimulate young minds and prepare children for learning and life.



Infants .....	1-12 months
Toddlers .....	1-2½ years
Preschool .....	2½-6 years
Kindergarten .....	5-6 years
School Age .....	6-12 years



Families entrust us with their most precious possessions—their children—day after day, and we take delight in helping kids grow and learn. Whether they are infants 4 weeks old or students in our private Kindergarten or 5th graders, we provide the right activities for their stage of development. Math, science, literacy, Spanish and dance are all a part of the well-rounded curriculum we offer.



“Martha & Mary has been raising us as much as they've been raising our children - teaching my husband and me how to be better parents.”

Janet Silcott, Mother

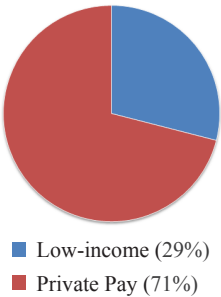
MARTHA  
& MARY Kids<sup>SM</sup>



WHO WE  
SERVE

Children come to Martha & Mary from all parts of Kitsap County—from Hansville to Port Orchard. We even serve kids from Gig Harbor and Port Ludlow. These kids come from all walks of life. We serve young professionals, military families, business and community leaders and our employees. But true to our mission, we also welcome children from struggling families who want the best for their kids, but need our community’s help.

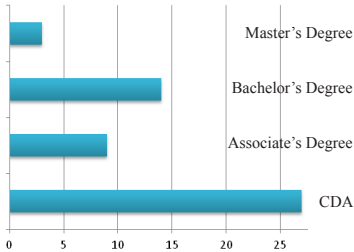
Payer Mix



OUR  
QUALIFICATIONS

More than 62% of Martha & Mary KIDS staff have achieved or are pursuing certifications and degrees in the fields of early learning. This matters because national studies show that staff training and education are a stronger predictor of high-quality care than a center’s group size, ratio of children to adults or staff member’s experience. Martha & Mary KIDS is committed to hiring the best qualified teachers and caregivers – our mission demands that we provide the best early learning experience we can for the kids in our care.

Staff Education Level





## SENIOR LIVING CAMPUSES

Martha & Mary has been providing senior housing solutions in our community since 1909. We are proud of our rich heritage of meeting the changing needs of our community. We continue to build upon that heritage with exciting new ventures.

### Ebenezer

“Ebenezer” is tucked away within the hills of downtown Poulsbo overlooking Liberty Bay and the Olympic Mountains. On that campus we offer 24 apartments for independent residents age 62 and older. During 2011, we maintained a 97% occupancy rate and made major improvements by completing a re-roofing project.



### Coming Soon: Village Green

Martha & Mary is very excited about the Village Green apartments that are set to break ground in Kingston in 2012. This planned campus will offer 35 units of affordable senior housing. The units will be a mix of 1 Bdrm (24) and 2 Bdrm (11) floor plans ranging in square footage from 610 square feet to 810 square feet.

To make this campus possible for the community, Martha & Mary created a joint venture organization with Shelter Resources Inc. (Bellevue, WA) in 2010. The joint venture (Village Green Kingston Associates, LLLP) entered into a very competitive process in 2011 and was successful in securing over \$7M in tax credits. These tax credits are the major funding component for this campus.

**Breaking ground in 2012**





Artist's rendition of the North Side of the  
Martha & Mary Village Green Apartments



## HOME AND COMMUNITY SERVICES

It's no surprise that a recent AARP study found that 89% of seniors want to age in their own homes for as long as possible. This is called "aging in place," and Martha & Mary has made dramatic strides to ensure we are meeting this community need.

89% of seniors want to  
age in their own home  
- AARP

Martha & Mary AT HOME was launched in 2010, after successfully integrating two existing home care agencies into our organization. In 2011 we increased the number of seniors served by more than 50%, up to 249 and served clients from Tacoma to Port Ludlow.

Our caregivers support seniors with in-home services that range from preparing meals and shopping, to help with bathing, to companionship and a loving presence. But the biggest benefit is peace of mind for families who know their loved ones are not alone and are receiving support to live at home comfortably and safely.



“ They were all like family -  
just like they belonged here  
- it was very comforting. ”

Rea Mowery, Client

MARTHA  
& MARY At Home<sup>SM</sup>



## CARING WITH DISTINCTION

The AT HOME program received the “Best of Home Care” award in 2011 for their top-tier results in customer satisfaction. Results are benchmarked against hundreds of other home care programs around the country and customer satisfaction is measured in 13 areas of criteria such as punctuality, caregiver knowledge and compassion. Only those agencies scoring in the top 25% receive this distinction. Needless to say, we are proud of our staff and grateful to our clients!



## CARE MANAGEMENT

How do you care for a loved one when he or she is far away or they're about to need more care and support than you feel equipped to provide? In 2011, Martha & Mary began helping families facing these dilemmas by offering them Geriatric Care Management services. Simply put, a specially trained and certified geriatric specialist coordinates the efforts of *all* stakeholders to ensure the care and well-being of a loved one who may no longer be able to manage this for themselves.

For the son living in Chicago whose aging parents live in Silverdale, here's how it works. Martha & Mary assesses the parents' needs and family involvement. Then we work with all the medical and other care providers, alongside family, to develop and manage a plan that ensures the parents are well cared for and everyone is well informed. The *peace of mind* comes from having someone with the knowledge of both the seniors' needs as well as the local systems that serve them, to put it all together, efficiently and professionally.



## SHORT-TERM REHABILITATION

Seniors reclaim independence after hospitalization or injury through the short-term rehabilitation services provided by Martha & Mary REHAB in Poulsbo. Our on-site Physical, Occupational and Speech Therapists are dedicated to helping clients recover and regain health seven days a week. This commitment to care really pays off. Our clients are discharged back to their homes 5 to 10 days earlier than other rehab centers in our area, and with better outcomes.



### Specialties

- Cardiac Recovery
- Stroke
- Pulmonary
- Orthopedic
- Neurological
- Post-Surgical

.....

In 1990, the probability that those 65 years of age and older would spend time in a skilled nursing facility was 5%. Today, that percentage has risen to 70%.

.....



HIGHLY  
COORDINATED  
CARE

RN Coverage **24** hours  
a day

Therapy Services **7** days  
a week

=

**HOME**  
sooner

CLINICAL  
EXCELLENCE

Martha & Mary invests in the patient's recovery by providing more direct care and more RN support than other providers. We're also proud of our experienced therapy team with an average of 10 years' tenure at Martha & Mary.



>> ***20 years ago, the average length of stay in a skilled nursing facility was 2+ years. Today, on average we discharge 80% of those we serve back home in less than 20 days.***



## LONG TERM CARE

Martha & Mary is the only non-profit, mission-based skilled nursing facility in Kitsap County. Guided by our mission, we provide exceptional care, treating our residents *like family*. Long-term care residents receive close medical supervision and varying degrees of assistance with activities of daily living, such as bathing, dressing and meals. We provide a comprehensive continuum of care for your loved one, including memory care, palliative care and hospice.



## Centers for Medicare and Medicaid

### Five-Star Quality Rating

Created to measure quality of care and services provided to residents. We're pleased to report our top rating in 2011.

## Quality of Life

Our commitment to residents' quality of life sets us apart from traditional long term care facilities. Residents stay engaged with interests, hobbies, family and friends through unique programming that includes Pet Therapy, Art Therapy, Woodworking, Horticulture and an acclaimed Intergenerational Program.



## Pet Therapy

Pet Therapy is a unique therapy based on research that demonstrates positive health results based on interaction with animals. At Martha & Mary, we have over 50 pets that regularly visit our residents, including a miniature horse named Muffin!



## Meet Poncho

Poncho is a favorite at Martha & Mary. In 2011, this two-year old Golden Retriever received official *Pet Partner* status and the AKC *Therapy Dog* title. These awards recognize dogs that have volunteered to improve the lives of the people they visit. Thank you, Poncho, for your service, and congratulations.

## Clinical Excellence



Martha & Mary uses the Evercare Nurse Practitioner Model to manage care with these superb outcomes:

45% fewer hospitalizations  
50% fewer emergency room visits

## Cost Reduction



We offer effective choices to our residents to help them receive better outcomes at a lower cost.

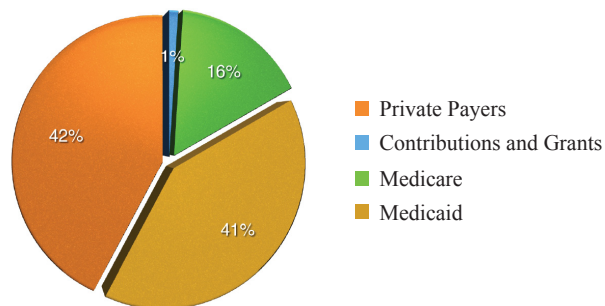


# FINANCIAL STATEMENTS

## Consolidated Information

- Martha and Mary Health Services
- Martha and Mary Children's Services
- Ebenezer Services
- Martha and Mary Home and Community Services
- Martha and Mary Lutheran Services
- Village Green Kingston Associates, LLLP

## Sources of Revenue



## Statement of Financial Position

*January - December 2011*

### Assets

Current	\$5,923,511	30%
Property and Equipment, net	10,579,802	54%
Reserves and Restricted Deposits	930,275	5%
Beneficial Interest in Trust	822,236	4%
Goodwill	701,567	4%
Other	506,007	3%

<b>Total Assets</b>	<b>\$19,463,398</b>	<b>100%</b>
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### Liabilities and Net Assets

#### Liabilities

Current Liabilities	\$2,544,855	13%
Long Term Debt	16,009,105	82%
Other Liabilities	56,625	<1%

<b>Total Liabilities</b>	<b>18,610,585</b>	<b>96%</b>
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Net Assets	852,813	4%
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<b>Total Liabilities and Net Assets</b>	<b>\$19,463,398</b>	<b>100%</b>
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## Statement of Activities

January - December 2011

### Revenue

Resident Care	\$14,790,281	74%
Children's Tuition	2,445,464	12%
Home Care Services	1,827,683	9%
Miscellaneous Services and Fees	370,683	2%
Rental Income	269,260	1%
Other Income	144,581	1%
Contributions and Grants	132,119	1%
<b>Total Revenue</b>	<b>\$19,980,071</b>	<b>100%</b>

### Expenses

Salaries and Wages	\$11,680,764	55%
Employee Benefits	2,943,001	15%
Supplies	2,225,625	10%
Depreciation and Amortization	1,129,671	7%
Utilities, Insurance and Other	997,936	5%
Interest	952,175	5%
Fees on Refinancing Debt*	797,183	3%
Professional Services	654,737	3%
<b>Total Expenses</b>	<b>\$21,381,092</b>	<b>100%</b>
<b>Change in Net Assets</b>	<b>-\$1,401,021</b>	

\* Refinanced \$14,925,000 debt for lower long term interest rate. Recoupment of fees through savings projected to be in approximately four years.



## ACKNOWLEDGEMENT

Martha & Mary extends its deepest gratitude to the generous donors who supported our programs and services during 2011. Listed below are all those whose gifts enabled us to meet our mission of exceptional care for seniors, adults and children in the West Sound region. This list includes all contributions made from January 1 – December 31, 2011. Our grateful thanks to our many thoughtful supporters who helped us continue our commitment to access and excellence in child care and senior healthcare, home care and housing. (Deceased donors are indicated in italics.)

### 2011 HONOR AND MEMORIAL GIFTS

#### Gifts made in honor of

Violet Foley  
Edith Hahto

#### Gifts made in memory of

*Rose Albertsen*  
*Frances Anderson*  
*Delfin D. Arreola*  
*Sasha Bates*  
*Edith Bennett*

*John and Edna Butts*  
*Pastor Cooper Campbell*  
*Don Carlock*  
*Patricia Carter*  
*Phyllis Coleman*  
*Gary Coutts*  
*Marie Cowan*  
*Evelyn E. Cox*  
*Ilené Daintry*  
*Evelyn DeHart*  
*Duray DeYoung*  
*Elsie Dillon*  
*Lelia Drury*  
*Larry Faile*  
*Paul Fossey*  
*Barbara Gausta*

*Margaret Gibson*  
*Dorothy Gilmer*  
*Dr. Herbert E. Glick*  
*Lorna Hammond*  
*Joan Hoarsley*  
*Edythe Hogan*  
*Elaine Holst*  
*Janet Hoots*  
*Karen Johnson*  
*Melvin "Bud" Johnson*  
*Thomas Kehoe*  
*John Kutina*  
*Jeanne Loomis*  
*Laura Lutz*  
*Stanley Maddocks*  
*Mary Madison*  
*David Marsters*  
*Frances Martin*  
*Helen Martin*  
*Austin "Barney" McFadden*  
*Donna McVey*  
*Marjorie Milward*  
*Juanita Morrow*  
*Grant Moshner*  
*Judy Murray*  
*Judy Nieukirk*  
*Regina Oien*  
*William Oien*  
*Ella Parsons*  
*Mary Lou Peterson*  
*Ruby Renskers*



*Vernabelle Rice  
Louise Roth  
Mildred Royce  
Thomas Sencerbox  
Elaine Shaw  
Patricia A. Stenman  
Earl Stover  
Eunice Strand  
Arvesta Strayer  
Eddie Townsend  
Jane Tricarico  
Josephine Wald  
Helen Willett  
Muriel Minnie Williams  
Wilma Wyatt*

#### SUPPORTED BY

##### *President's Society (\$5,000 - \$9,999)*

*Phyllis Coleman  
Community Development Block  
Grant  
ELCA Foundation  
Joan D. Horsley  
Martha & Mary Auxiliary  
Ruth Owens*

##### *Tollefson Society (\$1,000 - \$4,999)*

*Bill and Kathy Brueggemann  
Ted and Joanna Carlson  
Combined Federal Campaign  
Karen Ejde  
First Lutheran Church  
Cora George  
Kathryn E. Glick  
Marjory Lakewold Kallem  
Kathie Karst  
Kitsap Community Foundation  
Kiwanis Club of Poulsbo Foundation  
Janet Kutina  
Julie Lightfoot  
Steven B. and Cathy Maxim  
Shirley Olsen  
One Call For All  
Our Saviour's Lutheran Church  
Port Madison Lutheran Church  
Ken and Sandy Robinson  
Lois Rolfe  
Steve and Weigee Seaton  
Silverdale Lutheran Church  
Meredith and Helen Langer Smith  
Chad and Melanie Solvie  
Soroptimist International of Greater  
North Kitsap  
Bob and Willy Stuhlmiller  
Suquamish Tribe*

*Thrivent Financial Foundation  
Thrivent Kitsap Chapter #30173  
Vinland Lutheran Church  
Chris and Gail Whitley  
Arch Wirth  
Roger and LouAnn Wood*

##### *Liberty Circle (\$500 - \$999)*

*Robert and Peggy Aronson  
Bethany Lutheran Church  
Ben and Liv Borson  
Cora Caldart  
Chevron Humankind Matching Gift  
Program  
Family of God Lutheran Church  
Dave and Sue Gitch  
Helen Heins and Cory Heins  
Jim and Carol Hoffman  
Elizabeth Martin  
Rosalyn Sarion  
Paul and Holly Shepherd  
Joe Thompson  
Delores Van Wyck  
Harry and Nancy Wetzler*





active minds  
healthy hearts  
lessons for life



Heritage Circle  
(\$250 - \$499)

Cheri Almond  
James and Ann Almond  
John and Barbara Almond  
Sherri and Gary Emken  
Richard Gilchrist  
Richard and Ersle Gregersen  
Rick and Cathy Gunderson  
Walter Hill  
Ethel Jensen  
Merrill and Betty Koster  
Robert LaBounty  
Jerome and Debbie Lemickson  
Lutheran Community Foundation  
McVey Marketing, Inc.  
Jeanne Moshner  
Jay and Linda H. Newkirk  
Ken and Trish Oliver  
Gregory and Nancy Parrott  
Peace Lutheran Church  
John and Ann Pyles  
Jim and Judith Rowson  
Nancy K. Russell  
Donald and Karen Sharman  
Susan and Brian Tucker  
Turning Point Group  
United Way of Kitsap County  
Wade and Karen Watson  
David and Ann Wetter

Donald S. Willett  
Bob and Sally Winkel

Supporter  
(\$100- \$249)

Cole Aardal  
Agate Pass Sail and Power Squadron  
John and Catherine Ahl  
*Rose Albertsen*  
Tom and Carol Anderson  
Ron and Adele Bergerson  
John and Gloria Boettcher  
Larry and Rose Carter  
Cathleen Cooney  
Heather Coutts  
Lee and Marcia Cowan  
Orion Culver  
Jeffery and Irmgard Davis  
Gloria DeYoung  
Steven and Allene Dodge  
Jacques and Dora Donaldson  
Maggie and Leroy Duff  
Dieter and Audrey Ebeling  
Robert and Geneva Ellerby  
Jack and Dorothy Falk  
Jerry and Marcey Farren  
Carol J. Fossey  
William and Shirley Fuhrmeister  
Steve and Cindy Garfein

Rob Gelder  
Terry and Sally Grenz  
Mary Ann Guerrero  
Ed and Janice Hakanson  
Elsie Halvorson  
Herbert Hammond  
Rand and Elaine Hillier  
William and Marilyn Hoots  
Dolph Jaeger  
*Virginia Lee Johnson*  
Richard and Bonnie Kalyn  
Helen Kaupanger  
Evelyn Kehoe  
Jo Ann and Morris Komedal  
Don and Roberta Leonardy  
Edith S. Liebenrood  
Little Norway Toastmasters  
International  
Kathy Louie  
Jessie Lutz  
Tommie Marsters  
Pat McFadden  
Richard and Marie Merrill  
Joan Miller  
Juanita Moore  
Carin Nelson  
Jeff and Shirley Nichols  
Alan and Marlene Orwiler  
Warren and Mary Polensky  
Rice Fergus Miller Architecture &  
Planning



Robert Royce  
 Gerald and Sylvia Rutledge  
 Kathy Sawaka  
 Melvin Schmuck  
 Jeff and Veronica Schronce  
 Katherine Sjostrom  
 Patrick and Tracy Sullivan  
 Arlene Thompson  
 Rodelina Votroubek  
 Steve and Joan Wald  
 Robert and JoAnn Weber  
 Frank and Patricia Wilson  
 Women of Port Madison Lutheran  
 Church  
 Women of Vinland, Vinland  
 Lutheran Church  
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