



GOVERNANCE AND MANAGEMENT

REPORT

FISCAL YEAR 2017

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Overview*

Front Porch Communities and Services (“Front Porch”) is a California non-profit public benefit corporation that provides housing and services to residents of its senior living communities and supports development and management of affordable housing for seniors, families and persons with disabilities. The Front Porch mission of *Meeting Needs Through Excellence In Human Serving* is currently carried out by approximately 2,200 full and part-time employees serving over 5,000 residents of multi-level senior living, active adult, and affordable housing communities. Front Porch is recognized as a tax-exempt charitable organization under Section 501(c)(3) of the Internal Revenue Code and analogous provisions of the California Revenue and Taxation Code.

The financial statements of two California non-profit public benefit corporations consolidate into Front Porch: CARING Housing Ministries [“CHM”], a corporation that currently manages affordable housing communities in Southern California and Phoenix, Arizona; and Sunny View Lutheran Home, a corporation that owns an affordable housing community located in Cupertino, California adjacent to Front Porch’s Sunny View Retirement Community. Front Porch is the sole member of both corporations.

Front Porch is dedicated to providing quality, accessible, and affordable human services to individuals in the markets it serves. Front Porch offers the advantages of economies of scale while maintaining the individual identities, constituencies and heritages of its individual senior living communities. Front Porch continues to grow through partnership, new ventures, acquisition, affiliation or consolidation to develop unique communities, capacities and services that meet the changing needs of its residents. This goal is supported by the strategic vision of Humanly Possible®--- a commitment to disruptive innovation, collaboration and partnership in the pursuit of creatively meeting needs.

History

Front Porch was incorporated in 1995 as The Internext Group. Its articles of incorporation were amended in August of 1998 in preparation for the March 1999 consolidation of the operations and certain assets of California Lutheran Homes *and Community Services*, FACT Retirement Services and Pacific Homes. The Internext Group changed its name to Front Porch Communities and Services in 2002.

Sunny View Lutheran Home, Inc. [“SVLH”] became part of Front Porch in 2006 by transferring its property and operations into Front Porch. This transfer included SVLH’s continuing care retirement community, Sunny View Retirement Community, and its affordable housing community which is known as Sunny View Lutheran Home-West (“The West”). SVLH’s philanthropic affiliate, Sunny View Lutheran Communities and Services (“SVLCS”), remained a separate entity and continues its support of both Sunny View Retirement Community and The West.

Philanthropic Partners

In addition to SVLCS, Front Porch supports, and its communities are, in turn, supported by, three other philanthropic partner organizations: California Lutheran Homes and Community Services (“CLH”), the FACT Foundation, and the Pacific Homes Foundation. Each of these philanthropic partners is staffed by Front Porch’s Organizational Advancement Group. While these organizations are governed by independent boards, each has a history of ongoing financial support of their respective historical missions now carried out in whole or in part within Front Porch. Since the consolidation in 1999, philanthropy has totaled in excess of \$60 million through FYE 2016. Donations to Front Porch’s philanthropic partners are composed of estate gifts, planned gifts and cash gifts. Certain assets of each organization, based on accounting rules related to designations and restrictions, are recorded in Front Porch’s annual audit.

CARING Housing Ministries

CHM is a not-for-profit subsidiary of Front Porch. It manages 25 affordable housing communities serving approximately 2,500 individuals residing in about 1,700 affordable housing units. CHM has a staff of 13 working in its home office in El Monte. Corporate staffing includes personnel in the areas of accounting/finance, operations, training, administration, property supervision, program services, maintenance services and risk management. Certain corporate service positions (particularly in the area of maintenance) are reimbursable from the communities' budgets either in whole or in part depending upon circumstances.

Recent Organizational Changes

Refinancing

During FY 2014 and 2015, Front Porch refinanced that portion of its existing debt allocable to four of its senior living communities--- Casa de Manana, Claremont Manor, Fredericka Manor and Kingsley Manor---at favorable interest rates through secured loans guaranteed under a U.S Department of Housing and Urban Development ["HUD"] program. Five separate limited liability companies ["LLCs"] were established to satisfy the HUD program requirements - one for each of the communities whose allocable portion of Front Porch debt was refinanced and one to serve as an operating company for those four communities [see Appendix A].

Front Porch Center for Innovation and Wellbeing

The Front Porch Center for Innovation and Wellbeing ["CIW"] collaborates with a variety of partners to explore innovative uses of technology to empower individuals to live well, especially in their later years. Core initiatives focus on how technology can: assist in maintaining brain health; enhance social connectedness; promote engagement and growth; empower control over health and wellness; prevent emergencies or serious events; and increase resources and support for formal and informal caregivers. The CIW integrates residents, staff, research partners and technology companies to identify potential opportunities, test them out, find the ones that work and then rapidly deploy these solutions.

Humanly Possible®

Humanly Possible® is a program for encouraging innovation and greater collaboration among all levels of the Front Porch organization. Humanly Possible® also supports outside collaboration including the formation of innovative partnerships with other non-profit organizations, for-profit companies and academia to advance and develop new approaches, methodologies and technology applications for delivering services to the senior population. Front Porch is investing system-wide in its team members and business processes through educational programs, executive training and peer-to-peer training focused around innovation. Team members are encouraged to initiate changes to improve the lives of those they currently serve, and to create new and improved services in the future.

Brookmore Apartment Corporation

A separate not-for-profit corporation, Brookmore Apartment Corporation ("Brookmore") is the managing general partner of certain affordable housing communities developed and/or rehabilitated with tax-credit financing. In 2013, Brookmore entered into an agreement with Front Porch and CLH with respect to its governance structure. Currently, CLH appoints a single member to Brookmore's Board of Directors; Front Porch appoints three Board members; and three Board members are independently elected. The agreement

also includes a mechanism for Front Porch and CLH, at their election, to provide proportionate seed-capital funding, along with Brookmore, for the acquisition and/or rehabilitation of affordable housing communities. This unique and innovative collaboration is expected to enable Front Porch to continue, through Brookmore, its mission with CHM of developing and preserving affordable housing while sharing in the governance control of affordable housing communities.

Organizational Accountability

Front Porch's Organizational Accountability Group ("OAG") reports directly to the CEO, with direct access to the Board Audit Committee relative to statutory and regulatory compliance matters. The OAG is responsible for monitoring Front Porch's service and social responsibilities including the assessment of quality of all services, compliance with applicable statutes and regulations and assessment of resident and employee satisfaction. Each year the Annual Accountability Report is issued detailing the results of Front Porch's fulfillment of its social and service responsibilities.

As a leader in not-for-profit retirement living, Front Porch promises our residents the opportunity to live an engaged life, to pursue their passions and find joy, meaning and purpose in community with others. With engagement as a key goal, we will introduce a new and collaborative review process to evaluate how well we are living our promise.

Using a thorough on-site review process, our well-trained ENGAGE Team will conduct a periodic assessment of resident and staff engagement, and importantly, offer guidelines toward improving engagement at all levels of the organization. The assessment will consider a combination of indicators including resident and employee surveys, management interviews, and focus group discussions with residents and employees. ENGAGE assessment results will be periodically reported to our constituents including residents, family members, employees, board of directors, and the outside community.

Governance

Board of Directors

The Board of Directors is composed of a maximum of 13 persons and a minimum of 9 persons. The current Board consists of 10 Directors [Appendix B]. Pursuant to statute, one of the Directors is a resident of one of Front Porch's continuing care communities. Directors are nominated by the Executive Committee and elected by the full Board. The Resident-Director is nominated from among candidates proposed by residents of Front Porch's continuing care communities. Generally, no member of the Board may serve more than two successive three-year terms. An exception is addressed in the bylaws when a director begins service during an unexpired term.

The Board of Directors currently has three standing committees: (a) Executive Committee, (b) Audit Committee and (c) Business Development and Assessment Committee. Only Board members may serve on Board Committees, except the Chief Executive Officer serves *ex officio* on the Executive Committee. During Fiscal Year 2017, the Board met three times and the Executive Committee met five times.

- *Executive Committee.* This Committee consists of the Board Chair and two to four additional Directors, one of whom, by tradition, is the Chair-elect. In addition to having the authority of the Board to take all necessary and appropriate action between regular or special meetings of the Board (except as otherwise provided in the Front Porch bylaws), the Committee's primary responsibilities include providing recommendations to the full Board on matters such as (1) the election of new

Directors and the Chair and Chair-elect of the Board, (2) compensation of Directors, (3) Board Committees and Committee membership and (4) the resident representation structure. Consistent with Front Porch bylaws, the Executive Committee is responsible for oversight of the Chief Executive Officer including review of compensation and performance.

- *Audit Committee.* This Committee consists of four Directors. The primary responsibilities are to review and recommend approval of the appointment of the independent auditing firm and approval of the annual audit to the Board of Directors. Once the independent auditing firm has been selected by the Board, the Audit Committee engages the auditing firm and establishes the scope of work and fee consistent with the Audit Committee charter. An annual report is submitted to the full Board summarizing the work of the Audit Committee and highlighting any unusual issues brought to its attention.
- *Business Development and Assessment Committee.* This Committee consists of four Directors. The primary responsibilities include oversight of (1) capital and asset utilization and planning, (2) new business development projects, (3) risk management and (4) investment management.

Members of the Board are informed of the corporation's business through Board and Committee meetings and discussions with the CEO and other officers of the corporation. The Board is routinely provided interim financial and operating reports and conducts independent discussions with Front Porch's auditors as part of their annual review.

The CEO, the President and the Chief Financial Officer attend Board meetings. Other management staff and/or officers of Front Porch attend Board meetings on an as-needed basis. Executive sessions may be held, without management present, at each meeting of the Board, the Executive Committee, the Audit Committee, and the Business Development and Assessment Committee. The Senior Vice President of Organizational Accountability, as Chief Compliance Officer, reports directly and independently to the Audit Committee and has oversight of the compliance program.

The Board is organized into three classes of Directors: Class A consists of three director positions; Class B consists of four director positions; and Class C consists of four director positions. Generally, the director positions of each class have a three-year term (which may be renewed for a second three-year term) that expires at the end of a calendar year on a staggered basis. The Executive Committee addresses vacancies by reviewing candidates and making recommendations to the Board. Directors are elected by a vote of the entire Board.

The terms of the four Class C Board positions expired on December 31, 2016. One Class C member of the Board eligible for an additional term was unanimously re-elected. Three new members were also elected by the Board to fill the vacancies in the three other Class C Board positions.

Director Duty of Care and Conflict of Interest Statements

Each Director signs an annual *Duty of Care and Conflict of Interest Statement* that is on file at the office of the corporation.

Director Compensation

Directors receive reasonable remuneration in the form of annual retainers and Board meeting attendance fees. In addition, all out-of-pocket expenses to attend Board and Committee meetings and/or to conduct the business of the Board of Directors are reimbursed.

Resident Representation to the Board

A Resident Representative to the Board is elected annually by his/her peer residents from each California community *owned* by Front Porch. Resident Representatives attend, but do not vote at, regular meetings of the Board of Directors in compliance with applicable statutes. Resident Representatives also do not sit on Board Committees. Resident Representatives to the Board are in addition to the voting Resident-*Director* elected to the Board from among candidates proposed by residents of Front Porch's continuing care communities.

The Resident Representatives are responsible for assessing, representing, and voicing the resident perspective to each other, to the Board of Directors and to Front Porch senior management. Resident Representatives also are charged with the responsibility of conveying and representing actions of the Board of Directors in a fair manner to the residents of the community from which they have been elected. Additionally, Resident Representatives attend the President's Forums that occur before each Board meeting.

Each elected Resident Representative also signs an annual *Duty of Care and Conflict of Interest Statement*.

Management

Leadership

The Chief Executive Officer has oversight of the whole of Front Porch including governance and board management, strategic facilitation, development and implementation, new business development, regulatory compliance, management oversight of all affiliates/subsidiaries and relationships with the philanthropic partner organizations. The Board considers leadership continuity, capacity and depth as critical success factors for Front Porch.

Management services and capacities are detailed in Appendix C.

Compensation Program

The goal of the compensation program for all of Front Porch is to help ensure the ability to attract, motivate and retain the highly talented individuals that Front Porch needs to be an industry leader in a competitive environment. The program is developed and updated with independent compensation consultants to support the company's commitment to preserving and expanding not-for-profit human services and to effectively pursue the company's mission and achieve business and growth strategies.

Aspects of the program include the following principles:

- Compensation related to performance;
- Incentive compensation as a significant part of senior management total compensation to achieve the aggressive goals of the organization;
- Retention compensation when determined necessary for the betterment of the organization as a whole, and to assure continuity and certain skill sets; and
- Compensation practices that balance short and long-term objectives by rewarding individual, team and corporate performance.

Executive Pay, Benefits and Perquisites Strategy. Front Porch recognizes the critical importance of an approach to compensation that remains competitive, flexible, and innovative---while meeting appropriate legal guidelines---to ensure the ability to motivate and retain the highest quality executives. To remain

competitive, it is critical to achieve and maintain the ability through compensation practices to attract and retain top management talent from both the not-for-profit and for-profit sectors.

General targets for market positioning for recruitment and retention of senior management are as follows:

- **Base Salaries:** *50th percentile;*
- **Benefits and perquisites:** *50th percentile;*
- **Maximum total pay, benefits and perquisites:** *75th percentile;* and
- **Maximum Total Cash Compensation** (base salary + maximum at-risk compensation when extraordinary performance is achieved): *75th percentile.*

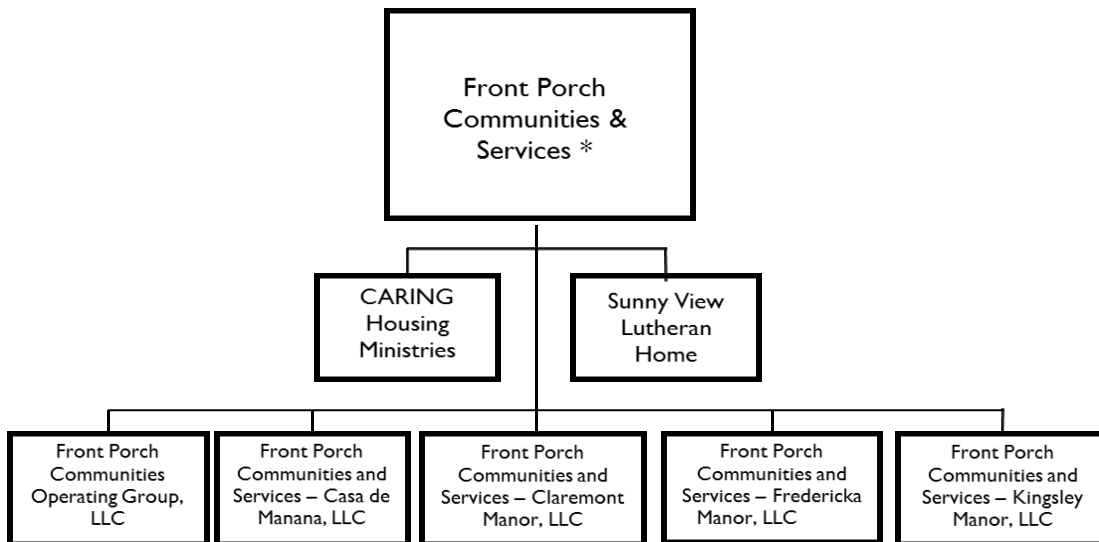
At-risk compensation may be reduced or eliminated if performance does not meet expectations approved by the Board.

Administration. In accordance with governing documents, the approach to compensation for senior management is under the jurisdiction of the Executive Committee of the Board of Directors. The Directors serving on the Executive Committee set the overall compensation principles and policy of the company and review the entire compensation program regularly, with independent comparative review approximately every two to three years and, at the Committee's discretion, with major changes recommended to and approved by the full Board. The Committee regularly engages outside, independent consultants in setting and determining whether the amounts and types of compensation the company pays its senior management are competitive, appropriate, and consistent with legal guidelines governing compensation of senior executives in non-profit corporations.

The Executive Committee of the Board of Directors establishes the compensation plan, including salary ranges, for members of the senior management team reporting to the CEO.

APPENDIX A

The Corporation and its Related Organizations



* Member of Obligated Group

APPENDIX B

**Front Porch Board of Directors
March 31, 2017**

Howard Hudson	<i>Class A – 12/31/17* Position #1 First elected to a term beginning 01-01-12</i>	Lynn North	<i>Class B – 12/31/18* Position #7 First elected to a term beginning 01-01-13</i>
Jennifer Perry	<i>Class A – 12/31/17* Position #2 First elected to a term beginning 01-01-12</i>	Daniel Sudit	<i>Class C – 12/31/19* Position #8 First elected to a term beginning 01-01-14</i>
William Witte	<i>Class A – 12/31/17* Position #3 First elected 10-18-10 to fill a vacancy in this Position for an unexpired term concluding 12-31-11</i>	Marion McGovern	<i>Class C – 12/31/19* Position #9 First elected to a term beginning 01-01-17</i>
<Resident Director>	<i>Class B - 12/31/18* Position #4 Currently vacant; in process of being filled</i>	Deborah Proctor	<i>Class C – 12/31/19* Position #10 First elected to a term beginning 01-01-17</i>
Thomas Porath	<i>Class B – 12/31/18* Position #5 First elected to a term beginning 01-01-13</i>	Oliver Wesson Jr.	<i>Class C - 12/31/19* Position #11 First elected to a term beginning 01-01-17</i>
Paula Woods	<i>Class B – 12/31/18* Position #6 First elected to a term beginning 01-01-13</i>		

*Date that current term expires.

Biographies

Class A Directors: Terms Expiring on December 31, 2017

Howard Hudson

Mr. Hudson is a Certified Public Accountant and owner/proprietor of Howard Hudson & Company in Santa Barbara, California. Howard Hudson & Company is a Certified Public Accounting firm with a focus on business development planning, income and payroll tax planning and preparation. Mr. Hudson also provides litigation support and expert witness services, as well as services in present value computation, computer consultation, and operational auditing. Clients served are diverse, including manufacturing operations, wholesale and retail outlets, restaurants, professional service organizations, homeowners associations and tax exempt organizations (including endowment and charitable trust funds). Mr. Hudson holds a Bachelor of Arts degree in Business Administration from the University of Redlands. He has and continues to participate in and provide leadership to numerous community and civic organizations and previously served on the Board of Directors for Pacific Homes prior to its consolidation into Front Porch. Mr. Hudson previously served on the Board of Directors of Front Porch Communities and Services from 2005 to 2010. Mr. Hudson also serves as the Chair of the Board of Directors for Brookmore Apartment Corporation which contracts with CARING Housing Ministries for management services to affordable housing communities, primarily through tax credit programs.

Jennifer Perry

Ms. Perry is an independent consultant providing a range of strategic planning, leadership development, governance and communication services to individual executives and businesses, including non-profit and for-profit organizations. Ms. Perry brings more than 20 years of executive and strategic planning experience to her clients. Prior to starting her own consulting firm, she worked for more than 10 years as an executive at St. Joseph Health System, a \$4 billion multi-state organization of hospitals, medical groups and community health services. As Senior Vice President of Strategic Planning and Marketing at the corporate level, she was responsible for the development of the corporate strategic direction and annual objectives, provision of strategic planning, market research, surveys and business development support to more than 10 subsidiaries, as well as providing oversight of corporate communications. Her role involved facilitating effective implementation of system strategies and providing leadership to the governance functions for the Board of Trustees. During her tenure, Ms. Perry also managed the Advocacy/Public Policy and Research & Development functions. Her previous experience includes management consulting with Deloitte Consulting and investment banking with Dean Witter Reynolds. Ms. Perry obtained her Master of Business Administration (MBA) degree in Management and Strategic Planning at the Wharton School of Business, University of Pennsylvania. She received her undergraduate degree from Pomona College of the Claremont Colleges in Southern California, obtaining a Bachelor of Arts degree, *cum laude*, in Economics. Ms. Perry has had a tradition of volunteering in the community and has served on the Boards of numerous community groups and non-profit organizations.

William B. Witte

Mr. Witte is the President of Salem Partners Wealth Management. He has over 28 years of experience in the financial and capital markets. Prior to joining Salem Partners, Mr. Witte was the Chief Investment Officer for Caruso Affiliated, managing the investment matters of this private company and three generations of family members. For approximately 15 years at Caruso, Mr. Witte was in charge of all capital decisions for the company, including strategic and tactical asset allocation, budgeting, forecasting, tax planning, and manager due diligence. He was also an integral factor in the development of Caruso's multi-billion dollar real estate portfolio. Before joining Caruso, Mr. Witte worked in investment banking, corporate banking, private banking, and investment management for UBS, Bankers Trust Company and Shearson Lehman Brothers. Mr. Witte has been a long-standing member of the Board of Trustees and has chaired many committees for the House Research Institute (hearing science). Mr. Witte has been a guest speaker and panelist at numerous conferences, including ones sponsored by Cal State Northridge and UCLA. Mr. Witte graduated with top honors ("With Distinction") from Stanford University with a Bachelor of Science Degree in Petroleum Engineering.

Class B Directors: Terms Expiring on December 31, 2018

Thomas Porath

Mr. Porath is an independent consultant, recently retired from Towers Watson where he held the position of US West Division Manager and assumed a strategic role in providing expertise in human capital issues to many large clients, including emerging growth organizations, public institutions and non-profit corporations. Mr. Porath advised on issues, domestically and internationally, in the areas of human resource management, strategic planning, group benefit plans, executive compensation, mergers and acquisitions, and human resources technology. Prior to his tenure with Towers Watson, Mr. Porath was Vice President of Management Compensation Group/Health Care at MCG, Vice President of Corporate Services at St. Joseph Health System in Orange, California, and served as CEO of a consulting firm with engagements in the US, Canada, Europe and South Pacific. Mr. Porath is a frequent speaker at national associations and served on several health care system and hospital boards as well as editorial boards for a number of health care industry publications. Mr. Porath earned Masters' degrees in history, theology and organizational psychology with post-graduate work in business and human behavior.

Paula Woods

Ms. Woods is co-founder and principal of Woods/Liddell Group, a Los Angeles-based consultancy whose mission is to enable a healthier, more just and vibrant society by providing strategic, management and governance advisory services to non-profit leaders. With over 25 years of consulting, nonprofit and board experience, she brings a wealth of knowledge to boards and management teams representing a wide range of organizations including health systems, foundations, federally qualified health centers, community development corporations, homeless/homeless healthcare agencies, supportive housing developers and collaborative groups. Ms. Woods has served on several boards of directors, where she chaired or was a member of executive, executive compensation, finance, governance, investment, quality, strategic planning, and work life committees. She previously served on the boards of St. Joseph Health System (Orange, CA), Catholic Healthcare Partners (Cincinnati, OH), Watts Health Systems (Los Angeles, CA) and the California Council for the Humanities (San Francisco, CA). Prior to establishing Woods/Liddell Group, she held executive positions at a Fortune 500 diversified healthcare company and was a senior manager and associate director of Ernst & Whinney's Western Region Health Care Strategy Practice. Ms. Woods earned her bachelor's degree from the University of Southern California and her Masters in Public Health from UCLA with an emphasis in Hospital Administration.

Lynn North

Ms. North has been in the top 10% as a realtor for the past 8 years with the prestigious Alain Pinel Realtors in the Bay Area. She has served as coordinator and director of programs and is currently in various leadership positions at Immanuel Lutheran Church in Los Altos, California. Previously, she was director of telecommunications business development at Network Appliance. Her background in sales, product strategy, channel marketing and organizational development included multiple senior level positions through a long tenure at SBC Pacific Bell. She holds a Bachelor of Science degree in organizational behavior from the University of San Francisco and accounting and financial management certificates from the Wharton School of Business. Ms. North has served on numerous boards of directors and has received various recognitions for her community service, including the Rotary International Paul Harris Award in 2000.

Class C Directors: Terms Expiring December 31, 2019

Daniel Sudit

Mr. Sudit is a Partner at Crewe Advisors, a comprehensive wealth advisory and investment management firm to affluent clients based in Salt Lake City, Utah. Mr. Sudit is involved in the management and ongoing delivery of the organization's complete suite of financial planning, investment management, philanthropic, wealth transfer and estate planning services and solutions. He created Crewe Advisors with his partners in 2015 and has more than 17 years' experience in financial services. Mr. Sudit earned his bachelor's degree from the University of California at Berkeley, a Juris Doctor degree from New England School of Law and a Master of Law in taxation from Georgetown University Law.

Marion McGovern

Ms. McGovern is an entrepreneur and business strategist. She co-founded M Squared Consulting, one of the first niche-consulting firms that matched independent consultants to client needs. Following the sale of the company to a South African conglomerate, she chaired the board for its US subsidiary negotiating disparate operating approaches.

Ms. McGovern has served as an adjunct professor at the University of San Francisco's School of Management. She currently serves as a director for CPP Inc., the publisher of the Myers-Briggs Type Indicator and a board chair of ReSurge International, the first international humanitarian agency to provide free plastic surgery to the poor in developing countries. She received a BSBA from Boston University School of Management in international economics and an MBA from The University of California, Berkeley, in international finance.

Deborah A. Proctor

Ms. Proctor recently retired as the president and chief executive officer of Irvine-based St. Joseph Health, a \$6 billion not-for-profit health system consisting of 16 hospitals, physician organizations, home health agencies, hospice care, outpatient services, skilled nursing facilities and community outreach services. As the president and CEO, she ushered in a new direction to transform St. Joseph Health into a unified health delivery system. Before leaving for retirement, Ms. Proctor led the board through a decision to merge with Providence Health and Services, resulting in the third largest health system in the country. Ms. Proctor's career in healthcare included both direct patient care and healthcare education as well as administration. She received her bachelor's degree in nursing from the University of California, Los Angeles, and master's degree in nursing from California State University, Los Angeles.

Oliver Wesson Jr.

Mr. Wesson is currently a senior vice president in Bank of America's California Healthcare and Institution Group. As a senior client manager, he is responsible for managing the relationship of several multi-billion dollar healthcare clients. Mr. Wesson's financial experience includes over twenty years at J.P. Morgan & Co. in New York and San Francisco. As President and Chief Operating Officer for the J.P. Morgan Community Development Corporation, he identified and structured financing for affordable housing and other community development projects. He subsequently joined The Retail Initiative Inc., also based in New York, providing equity capital for the development of supermarket anchored inner city neighborhood shopping centers. Mr. Wesson is a U.S. Navy veteran and holds a B.A. in economics and a MBA in finance from Stanford University.

APPENDIX C
Front Porch
Management Services

<u>Service</u>	<u>Senior Management*</u>
• Executive	John Woodward, Chief Executive Officer
• Operations	Roberta Jacobsen, President
• Financial	<i>Recruitment in process</i> , Chief Financial Officer
• Innovation/Technology	Kari Olson, Chief Innovation and Technology Officer; President-Center for Innovation and Wellbeing
• Affordable Housing	Nancy Spring, President-CARING Housing Ministries
• Organizational Accountability	Sally Plank, Senior Vice President
• Human Resources	Desiree Burton, Senior Vice President
• Organizational Advancement	Lee Ratta, Senior Vice President
• Sales and Marketing	Joan Woodworth, Senior Vice President
• Legal	Joseph Butler, General Counsel and Secretary

*At March 31, 2017.

