



GOVERNANCE AND MANAGEMENT

REPORT

FISCAL YEAR 2018

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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 and active adult communities and that 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 more than 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 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.

Front Porch, directly or through its subsidiaries, operates ten multi-level senior living communities in California and two active adult communities – one in Louisiana (England Oaks) and another in Florida (Cecil Pines). Front Porch also has two nonprofit subsidiaries - CARING Housing Ministries (“CHM”) and Sunny View Lutheran Home (“SVLH”). A chart reflecting Front Porch and its related organizations is included in this Report as Appendix A. A list of the senior living and active adult communities operated by Front Porch and the affordable housing communities managed by CHM is included as Appendix D.

Front Porch seeks to provide residents the opportunity to live an engaged life, to pursue their passions and find joy, meaning and purpose in community with others and 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 cultivate partnerships, joint ventures, and affiliations 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 into The Internext Group.

The Internext Group changed its name to Front Porch Communities and Services in 2002.

In 2006, Front Porch acquired the Sunny View Retirement Community, a continuing care retirement community, and the affordable housing community known as Sunny View Lutheran Home – West (“Sunny View West”) from SVLH. The property and operations of the Sunny View Retirement Community were consolidated into Front Porch while Sunny View West remained with SVLH which, in turn, became a subsidiary of Front Porch.

Affordable Housing

Front Porch is the sole member of its not-for-profit subsidiary CHM. CHM 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, California. Corporate staffing includes personnel in the areas of accounting/finance, operations, training, administration, property supervision, program services, maintenance services, and risk management. Front Porch is also the sole member of its not-for-profit

subsidiary SVLH. SVLH owns the 100-unit HUD-subsidized Sunny View West which is located in Cupertino, California and managed by CHM. Front Porch provides administrative services to SVLH which has no employees.

Related Organization. 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. Front Porch has provided seed capital funding, in the form of interest-bearing unsecured loans, for the acquisition and/or rehabilitation of affordable housing communities by Brookmore-affiliated entities. This unique and innovative collaboration, which also provides CHM the opportunity to manage and jointly redevelop these communities with Brookmore, is expected to enable Front Porch to continue, through Brookmore, its mission with CHM of developing and preserving affordable housing. CHM currently manages all seven Brookmore affordable housing communities.

Philanthropic Partners

Front Porch supports, and its communities are, in turn, supported by, four philanthropic partner organizations: California Lutheran Homes and Community Service, the FACT Foundation, the Pacific Homes Foundation and Sunny View Lutheran Communities and Services. 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 at their legacy communities within Front Porch. Since the consolidation in 1999, Foundation philanthropy has totaled nearly \$68 million through FYE 2018. Donations to Front Porch’s philanthropic partners include estate, planned, 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.

Recent Capital Financings

2014 and 2015 Refinancing with HUD-Insured Debt

During FY 2014 and FY 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 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].

Series 2017A Bond Financing

Front Porch sold \$100,040,000 of bonds on August 2, 2017. The proceeds of the bond sale have been used to refund/refinance existing indebtedness and fund \$5 million of capital projects. By restructuring existing debt, Front Porch was able to reduce its debt service requirements; reduce variable interest rate exposure; level out future debt service; maintain cash reserves; and lower its total existing debt. The HUD-insured debt described above was not affected by this 2017A Financing.

Series 2017B Bank Financing

In September 2017 Front Porch also completed a \$21.5 million loan with BBVA Compass to fund completion of the redevelopment of its Wesley Palms senior living community in San Diego. The Series 2017B Financing like Front Porch’s \$72 million Series 2015 Bank Financing, also with BBVA Compass and used to initially fund the redevelopment of Wesley Palms, is structured with a variable interest rate.

Rating Agencies

In preparation for the 2017 Financings, Front Porch obtained an “A” rating from Fitch Ratings and a rating upgrade from “BBB+” to “A-” from Standard & Poor’s.

Certain Front Porch Initiatives and Programs

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 residents in maintaining brain health; enhance social connectedness of residents; promote resident engagement and growth; empower residents with more control over their health and wellness; reduce the possibility of emergencies or serious events involving residents; and increase resources and support for formal and informal caregivers at communities. 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. 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 Front Porch currently serves and to create new and improved services for the future. Humanly Possible® also supports external collaboration with other entities and individuals, 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.

Organizational Accountability

The Senior Vice President of the Organizational Accountability Group (“OAG”) serves as Front Porch’s Chief Compliance Officer and reports directly to the CEO, with direct access to the Board of Director’s 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 an annual accountability report is issued detailing the results of Front Porch’s fulfillment of its social and service responsibilities. The OAG’s 2018 Impact Report is available on the Front Porch website.

As a leader in not-for-profit retirement living, Front Porch offers its residents the opportunity to live an engaged life, to pursue their passions and to find joy, meaning, and purpose in community with others. With engagement as a key goal, Front Porch, through the OAG, has initiated a new and collaborative review process – “ENGAGE”- to evaluate the extent to which Front Porch is achieving its goal.

Using a thorough on-site review process, Front Porch’s ENGAGE Team conducts periodic assessments of resident and staff engagement at Front Porch communities and corporate offices and, importantly, provides guidelines and recommendations for improving “engagement” at all levels of the organization. The ENGAGE assessment considers a combination of indicators including resident and employee surveys, management interviews, and focus group discussions with residents and employees. ENGAGE assessment results are periodically reported to Front Porch’s constituents including residents, family members, employees, the Board of Directors, and the outside community.

Governance

Board of Directors

The Board of Directors is composed of a minimum of 9 persons and a maximum of 13 persons. The current Board consists of 11 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 2018, the Board met four (4) times and the Executive Committee met six (6) 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 by statute and 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) establishing 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 of the Committee are to review and recommend to the Board (1) approval of the appointment of the independent auditing firm and (2) approval of the annual audit. 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. The Committee also oversees Front Porch's risk management program and compliance function. 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, and (3) investment management.

Members of the Board are kept informed of Front Porch's business through Board and Committee meetings and discussions with the CEO and other officers. 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, the Chief Financial Officer, the Chief Innovation and Technology Officer, the CHM President and the Secretary/General Counsel attend Board meetings. Other management staff and/or officers attend Board meetings on an as-needed basis. Executive sessions may be held, with or without management present, at each meeting of the Board, the Executive Committee, the Audit Committee, and the Business Development and Assessment Committee.

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 three-year terms (which may be renewed for a second three-year term) that expire 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 Directors in the three Class A Board positions expired on December 31, 2017 and three new Directors were elected to fill those vacancies. A new Director was also elected to fill a vacancy in a Class B position.

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 Front Porch offices.

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 Front Porch's commitment to preserving and expanding not-for-profit human services and to effectively pursue its mission and achieve its 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:

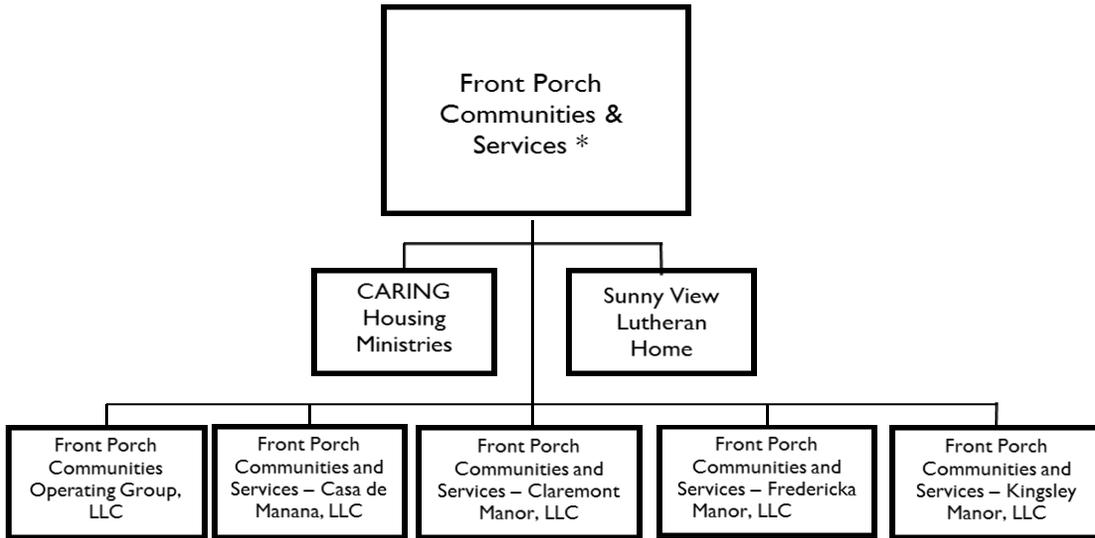
- **Base Salaries:** 50th percentile;
- **Benefits and perquisites:** 50th percentile;
- **Maximum total pay, benefits, and perquisites:** 75th percentile; and
- **Maximum Total Cash Compensation** (base salary + maximum at-risk compensation when extraordinary performance is achieved): 75th percentile.

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 overall compensation principles and policy 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 Front Porch pays its senior management are competitive, appropriate, and consistent with legal guidelines governing compensation of senior executives in non-profit corporations.

APPENDIX A

The Corporation and its Related Organizations



* Member of Obligated Group

APPENDIX B

Front Porch Board of Directors

March 31, 2018

Lannie Tonnu	<i>Class A – 12/31/20* Position #1 First elected to a term beginning 01-01-18</i>	Lynn North	<i>Class B – 12/31/18* Position #7 First elected to a term beginning 01-01-13</i>
Kevin Kroeker	<i>Class A – 12/31/20* Position #2 First elected to a term beginning 01-01-18</i>	Daniel Sudit	<i>Class C – 12/31/19* Position #8 First elected to a term beginning 01-01-14</i>
Susan Whittaker	<i>Class A – 12/31/20* Position #3 First elected to a term Beginning 01-01-18</i>	Marion McGovern	<i>Class C – 12/31/19* Position #9 First elected to a term beginning 01-01-17</i>
Jimmie Kennedy	<i>Class B - 12/31/18* Position #4 First elected 07-25-17 to fill a vacancy in this position for an enexpired term concluding 12/31/18</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, 2020

Lannie Tonnu

Ms. Tonnu brings more than 30 years of experience as a Chief Financial Officer in the health care industry to the Front Porch Board of Directors. She currently serves as Chief Financial Officer for the Orthopaedic Institute for Children in Los Angeles. Previously, Ms. Tonnu was for over 25 years the Chief Financial Officer for Children's Hospital Los Angeles. Prior to CHLA, she held progressive positions for twelve years in the Audit Department of Ernst & Young, including Audit Senior Manager, where she worked with numerous health care clients. Ms. Tonnu is a Certified Public Accountant and a Chartered Public Management Accountant. She has an MBA with an emphasis in Information Technology from California State University, Los Angeles.

Kevin Kroeker

Mr. Kroeker is a partner in the Los Angeles office of the international law firm Crowell & Moring and co-chairs the firm's Health Care Group. He represents health care organizations on a wide range of state and federal regulatory matters and health care transactions. Mr. Kroeker has more than 25 years of experience representing managed care plans and insurers, Medicare Advantage Organizations, Medicaid Managed Care Plans, medical groups, and community clinics, among others. He counsels health plans and providers concerning compliance with federal and state health care laws and regulations and represents health care entities in connection with enforcement actions and internal investigations related to compliance matters. He also counsels non-profit organizations on governance and compliance matters. Mr. Kroeker received his J.D. degree from the University of California, Davis School of Law and his B.A. degree from the University of Oklahoma.

Susan Whittaker

Ms. Whittaker returned to the Board in January 2018 after a two-year hiatus. She had previously served two terms as a Director from January 2010 through December 2015, including serving as Chair of the Board of Directors from 2012 to 2013. Ms. Whittaker has more than 40 years of experience as a health care administrator and lawyer. She has previously served as Chief Administrator Officer, Governance Counsel and General Counsel of St. Joseph Health System in Orange, California and General Counsel to St. Joseph Health Ministry. She currently serves as Vice-President of Sponsorship for Providence St. Joseph Health, the combination of Providence Health & Services and St. Joseph Health System. Ms Whittaker holds degrees in Nursing, Health Care Administration, Law, and Theology.

Class B Directors: Terms Expiring on December 31, 2018

Jimmie Kennedy

Jimmie Kennedy is the retired Chief of the Anaheim, CA Police Department where he served for 30 years. Following his retirement, Chief Kennedy also served as Interim Chief of Police for the cities of Palos Verdes Estates, Claremont and Anaheim, CA. He has also provided law enforcement consulting services to various police agencies in California and Colorado. In addition, Chief Kennedy taught criminal justice classes at Fullerton College for 36 years, the last four of which he also chaired the College's Administration of Justice Department. He also taught criminal justice courses at California State University, Long Beach, Chapman University and various police academies in Orange County, CA. A United States Navy veteran, Chief Kennedy holds AA, BA and MA degrees in Police Science, Public Service Management, and Management. He is also a graduate of the FBI National Academy, the FBI National Executive Institute, and the University of California, Irvine Executive Management Program.

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 the 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 the South Pacific. Mr. Porath is a frequent speaker at national association meetings and has 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 Master's 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, Ms. Woods 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, Ms. Woods 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 Master's degree in Public Health from UCLA with an emphasis in Hospital Administration.

Lynn North

Ms. North has been in the top 10% of realtors for the past 8 years with the prestigious Alain Pinel Realtors in the Bay Area. She has also 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 includes 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 based in Salt Lake City, Utah. Mr. Sudit is involved in the management and ongoing delivery of the firm'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 of experience in the financial services industry. Mr. Sudit earned his Bachelor's degree from the University of California, Berkeley, a Juris Doctor degree from New England School of Law and a Master of Laws in Taxation from Georgetown University Law Center.

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 also 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 as 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 degree 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 St. Joseph Health 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 her 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 relationships 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 United States Navy veteran and holds a B.A. degree in Economics and an 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	Eduardo Salvador, Chief Financial Officer
• Innovation/Technology	Kari Olson, Chief Innovation and Technology Officer; President, Center for Innovation and Wellbeing
• Affordable Housing	Soraya Diaz, 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

APPENDIX D

Front Porch and CARING Housing Ministries Communities

Front Porch Senior Living and Active Adult Communities

Carlsbad By The Sea

2855 Carlsbad Boulevard Carlsbad, CA 92008

800.255.1556

WWW.CARLSBADBYTHESEA.ORG

Executive Director: Joan Johnson

Carlsbad By The Sea is a continuing care retirement community situated on 3.8 acres adjacent to the Pacific Ocean in the village of Carlsbad. Facilities and offerings to residents include:

- 160 licensed residential living accommodations;
- 33 bed MediCare-certified skilled nursing and rehabilitative care center;
- Truly Yours assisted living and personal care services available;
- Entrance fee options range from non-refundable to 90% repayable contracts;
- Supported philanthropically by California Lutheran Homes.
- CA License 374600799 COA 194

Casa de Mañana

849 Coast Boulevard La Jolla, CA 92037

800.959.7010

WWW.CASADEMANANA.ORG

Executive Director: Justin Weber

Casa de Manana is a licensed residential care facility situated on approximately five acres overlooking the ocean near the village of La Jolla. Facilities and offerings to residents include:

- 190 licensed residential living accommodations;
- Truly Yours assisted living and personal care services;
- All residences are available on a month-to-month fee basis with no entrance fees;
- Supported philanthropically by Pacific Homes Foundation.
- CA License 374603439

Cecil Pines

6008 Lake Cove Avenue Jacksonville, FL 32221

888.968.0905

WWW.CECILPINES.ORG

Executive Director: Chris Purdy

Cecil Pines is an active adult senior living community situated on approximately 53 acres on the grounds of the former Cecil Naval Air Field just outside of Jacksonville, Florida. Facilities and offerings to residents include:

- 92 single and duplex private residences offering maintenance free living (inside and out);
- Community meeting rooms and gathering areas;
- All residences are available on a month-to-month fee basis with no entrance fees;
- An adjacent public golf course;
- Organized community activities.

Claremont Manor

650 Harrison Avenue Claremont, CA 91711

888.627.2900

WWW.CLAREMONTMANOR.ORG

Executive Director: Greg Hirst

Claremont Manor is a licensed residential care facility situated on approximately 15.2 acres near the village of Claremont. Facilities and offerings to residents include:

- 222 licensed residential living accommodations;
- 10 residences in Summer House® at Claremont Manor;
- 59-bed Medicare-certified skilled nursing and rehabilitation center;
- Truly Yours assisted living and personal care services;
- All residences are available on a month-to-month fee basis with no entrance fees;
- Supported philanthropically by Pacific Homes Foundation.
- CA License 198601672

England Oaks

6956 England Drive Alexandria, LA 71303

800.786.6257

WWW.ENGLANDOAKS.ORG

Executive Director: Joel Ferrier

England Oaks is an active adult senior living community situated on 63 acres on the grounds of the former England Air Force base near Alexandria, Louisiana. Facilities and offerings to residents include:

- 182 single and duplex private residences offering maintenance free living (inside and out);
- A central clubhouse and indoor pool;
- Community meeting rooms and gathering areas;
- All residences are available on a month-to-month fee basis with no entrance fees;
- Organized community activities.

Fredericka Manor

183 Third Avenue Chula Vista, CA 91910

800.310.4696

WWW.FREDERICKAMANOR.ORG

Executive Director: Craig Sumner

Fredericka Manor is a licensed residential care facility situated on 24 acres located near the Third Avenue Downtown Village in Chula Vista, two miles from the ocean and 10 minutes from downtown San Diego. Facilities and offerings to residents include:

- 289 licensed residential living accommodations;
- 24 unit Summer House® memory care neighborhood will be completed in 2018;
- 114 bed Medicare-certified skilled nursing and rehabilitation center;
- 60-bed specialized Alzheimer's skilled nursing unit;
- Truly Yours assisted living and personal care services;
- All residences are available on a month-to-month fee basis with no entrance fees;
- Supported philanthropically by Pacific Homes Foundation.
- CA License 374600802

Kingsley Manor

1055 North Kingsley Drive Los Angeles, CA 90029

323.661.1128

WWW.KINGSLEYMANOR.ORG

Executive Director: Shaun Rushforth

Kingsley Manor is a licensed residential care facility situated on three acres in Hollywood. Facilities and offerings to residents include:

- 216 licensed residential living accommodations;
- 51-bed Medicare-certified skilled nursing and rehabilitative care center;
- Truly Yours assisted living and personal care services;
- All residences are available on a month-to-month fee basis;
- Supported philanthropically by Pacific Homes Foundation.
- CA License 197608482

Sunny View

22445 Cupertino Road Cupertino, CA 95014

408.454.5600

WWW.SUNNY-VIEW.ORG

Executive Director: Nelson Rodrigues

Sunny View is a continuing care retirement community situated on approximately 12 acres near the foothills of Cupertino. Facilities and offerings to residents include:

- 96 licensed residential living accommodations;
- 23 residences in Summer House® at Sunny View memory care neighborhood;
- 48-bed Medicare-certified skilled nursing and rehabilitation center;
- Truly Yours assisted living and personal care services available;
- Residences are available on a month-to-month fee basis;
- Entrance fee options include amortized and repayable contracts;
- Supported philanthropically by the Sunny View Lutheran Communities and Services.
- CA License 435201317 COA 214

Villa Gardens

842 East Villa Street Pasadena, CA 91101

800.958.4552

WWW.VILLAGARDENS.ORG

Executive Director: Dmitry Estrin

Villa Gardens is a continuing care retirement community situated on approximately five acres in Pasadena. Facilities and offerings to residents include:

- 195 licensed residential living accommodations;
- 19 residences in Summer House® at Villa Gardens memory care neighborhood;
- 54-bed Medicare-certified skilled nursing and rehabilitative care center;
- Truly Yours assisted living and personal care services;
- Residences are available on a month-to-month fee basis with no entrance fees;
- Entrance fee options include amortized and repayable contracts;
- State-of-the-art fitness and aquatic center;
- Supported philanthropically by the FACT Foundation.
- CA License 197602345 COA 195

Vista del Monte

3775 Modoc Road Santa Barbara, CA 93105

800.736.1333

WWW.VISTADELMONTE.ORG

Executive Director: Douglas Tucker

Vista del Monte is a continuing care retirement community situated on approximately 9.8 acres in Santa Barbara's Hidden Valley. Facilities and offerings to residents include:

- 171 licensed residential living accommodations;
- 10 residences in Pinegrove memory care;
- Truly Yours assisted living and personal care services;
- Residences are available on a month-to-month fee basis with no entrance fees;
- Entrance fee options range from amortized to 90% repayable contracts;
- The Vista del Monte Fitness and Aquatics Center is a resource for residents and the Santa Barbara community;
- Supported philanthropically by the FACT Foundation.
- CA License 425800464 COA 196

Walnut Village

891 South Walnut Street Anaheim, CA 92802

866.983.6763

WWW.WALNUTVILLAGE.ORG

Executive Director: Nadine Roisman

Walnut Village is a continuing care retirement community situated on 8.5 acres in Anaheim. Facilities and offerings to residents include:

- 156 licensed residential living accommodations;
- 14 residences in Summer House® at Walnut Village;
- 99-bed Medicare-certified skilled nursing and rehabilitative care center;
- Truly Yours assisted living and personal care services;
- Entrance fee options include monthly rentals, amortized and refundable to 90% repayable contracts;
- Indoor fitness and aquatic center with Masters swimming pool, a performing arts center and lifelong learning center;
- Supported philanthropically by California Lutheran Homes.
- CA License 306000961 COA 197

Wesley Palms

2404 Loring Street San Diego, CA 92109

858.274.4110

WWW.WESLEYPALMS.ORG

Executive Director: Ben Geske

Wesley Palms is a licensed retirement community situated on 37 acres in Pacific Beach overlooking Mission Bay and the Pacific Ocean. Facilities and offerings to residents include:

- 291 licensed residential living accommodations;
- 22 residences in Summer House® at Wesley Palms, a uniquely designed memory care neighborhood with individual cottages;
- Truly Yours assisted living and personal care services;
- All residences are available on a month-to-month fee basis with no entrance fees;
- Supported philanthropically by Pacific Homes Foundation.
- CA License 374600800

Affordable Housing Communities Managed by CARING Housing Ministries

Access Village (physically disabled)

1730 N. Towne Ave. #18
Claremont, CA 91711-3200
T: (909) 624-1787 F: (909) 621-7411
Administrator: Mark McClure

Ashtabula Homes (chronically mentally ill)

386 E. Ashtabula #101
Pasadena, CA 91104-5347
T: (626) 793-5598 F: (626) 793-5582
Manager: Amelia Banez

Casa de Canoga (family)

20727 Vanowen Street - Office
Canoga Park, CA 91306-3722
T: (818) 887-3386 F: (818) 340-1932
Administrator: Delia Gonzalez

Emerson Village (senior)

755 N. Palomares Street - Office
Pomona, CA. 91767-4736
T: (909) 623-1421 F: (909) 622-3538
Administrator: Mark McClure

Foster Avenue Apartments (family)

13630 Foster Avenue, #19
Baldwin Park, CA 91706-4804
T: (626) 962-4909 F: (626) 856-8870
Manager: Dianna Sherwood (Acting)

Garden Villas (chronically mentally ill)

5530 Klump Avenue - Office
N. Hollywood, CA 91601-2494
T: (818) 487-0658 F: (818) 487-0677
Manager: Francis Appah-Aikins

Good Shephard Manor (senior)

4411 11th Avenue - Office
Los Angeles, CA 90043-5445
T: (323) 299-5735 F: (323) 299-0607
Administrator: Kathiusca Isaac

Good Shephard Homes (senior)

510 – 512 Centinela Avenue
Inglewood, CA 90302
T: (310) 412-0412 F: (310) 412-9162
Manager: Robin Morris

Grace Village Apartments (senior)

3869 State Street
Santa Barbara, CA 93105
T: (805) 845-5903 F: (805) 845-5937
Manager: Lupe Luna

Harbor Gateway A (chronically mentally ill)

1418 W. 218th Street

Los Angeles, CA 90501-4124

T: (310) 337-7417

Executive Assistant: Deborah Gibson, Home for Life Foundation

Harbor Gateway B (chronically mentally ill)

1435 W. 223rd Street

Los Angeles, CA 90501-4125

T: (310) 337-7417

Executive Assistant: Deborah Gibson, Home for Life Foundation

Harbor Gateway C (chronically mentally ill)

21218 Mariposa Avenue

Torrance, CA 90502-1818

T: (310) 337-7417

Executive Assistant: Deborah Gibson, Home for Life Foundation

La Pintesca (senior)

1275 N. La Pintesca, #1

Pasadena, CA 91103-2276

T: (626) 797-1794 F: (626) 398-7211

Manager: Sonia Villalta

LB Lutheran Towers (senior)

2340 E. Fourth Street - Office

Long Beach, Ca. 90814-1173

T: (562)433-5787 F: (562) 433-7320

Administrator: Lucinda Spencer

Palms Court (chronically mentally ill)

3819 Motor Avenue, #104

Culver City, CA 90232-6910

T: (310) 202-6937 F: (310) 202-6934

Manager David Cuezon

Pilgrim Tower (senior)

1207 S. Vermont Avenue

Los Angeles, CA 90006-2744

T: (213) 387-6541 F: (213) 387-8734

Administrator: Evelyn Disuanco

Seaview Lutheran Plaza (senior)

2800 Pacific View Drive

Corona del Mar, CA 92625-1138

T: (949) 720-0888 F: (949) 720-9214

Administrator: Rachael Joao

Sequoia Apartments (chronically mentally ill)

14402 Hamlin Street

Van Nuys, CA 91401

T: (818) 778-6564 F: (818) 778-6542

Manager: Augusto Villanueva

Simpson Arbor Apartments (family)
7507 Simpson Avenue (Office)
N. Hollywood, CA 91605-3225
T: (818) 765-8372 F: (818) 765-1653
Administrator: Norma Hernandez

South Bay Retirement Residence (senior)
1001 W. Cressey Street (Office)
Compton, CA 90222-3835
T: (310) 609-0110 F: (310) 609-0112
Administrator: Rosma Dolcey

St. John's Manor (senior)
7215 N. 51st Avenue (Office)
Glendale, AZ 85301-2099
T: (623) 337-4453 F: (623) 337-4461
Manager: Sylvia Pate

Sunny View West (senior)
22449 Cupertino Road (Office)
Cupertino, CA 95014-1043
T: (408) 252-4902 F: (408) 253-6509
Administrator: Rachel Porras

Towne Square Apartments (family)
11650 Towne Avenue (Office)
Los Angeles, CA 90061-2957
T: (323) 756-8910 F: (323) 756-8916
Manager: Teresa Frackiewicz

Van Nuys Apartments (chronically mentally ill)
13457 Vanowen Street
Van Nuys, CA 91405-4385
T: (818) 787-8640 F: (818) 787-8690
Manager: Augusto Villanueva

Vanowen Apartments (chronically mentally ill)
14419 Vanowen Street
Van Nuys, CA 91405-4059
T: (818) 781-1300 F: (818) 781-1177
Manager: Darryl Miller

Vista Tower (senior)
3000 Leeward Avenue (Office)
Los Angeles, CA 90005-1463
T: (213) 386-2786 F: (213) 386-5232
Administrator: Yolanda Robles

Fiscal Year 2018 Governance and Management Report issued by Front Porch Communities and Services

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