

## REFLECTIONS

## SPRING NEWSLETTER 2007 AND 2006 ANNUAL REPORT



Going the Second Mile



Willow Brook Christian Home resident Sue Clark and husband Larry

"

L arry, I want to talk with you about your pathology report." Those words from a surgeon were spoken in my ninth-floor hospital room five days before Thanksgiving. They forever repositioned my life in the shadow of cancer.

Three days earlier, I had lain on an operating table as that surgeon extracted my appendix. A simple appendectomy – one of hundreds done that day in hospitals across this land, right? Wrong. Turns out the appendicitis was triggered by a rare tumor the size of your fingertip, hiding within the appendix itself.

For the next month, I was scanned, probed, invaded, and poked. There was no evidence the cancer had spread. Then a few days before Christmas, in a precautionary move, I was again stretched out in an operating suite as the surgeon removed eight inches of my colon and 38 lymph nodes. There were no cancer cells to be found. Not one.

The appendicitis had been a priceless gift. It saved my life.

That tumor, the uninvited guest that slipped in while my back was turned, revealed itself to be pretty stupid. I assume its intention was to kill me, yet it set up shop in my appendix, of all places. Dumb move. That little useless appendage is prone to infections and inflammations. It takes nothing to set it into a rage. That's why so many surgeons have gotten rich taking them out. If you're a tumor searching for a home, my advice is to choose a liver or a lung where you can hum away for years under the radar until it's too late for your chosen victim.

I freely confess to you now that I was mighty down those four weeks between surgeries. Was the tumor a lone intruder, or one of several? I didn't know. I had felt fine, but it wasn't until I awoke from the Christmas surgery that I knew for sure that it was unescorted.

During those weeks between surgeries, two things alone carried me through. My Janet. My dearest Janet. I could hardly have borne those sunless days without her. She accompanied me to every appointment and held my hand through them all. She made me be brave when

The Uninvited Guest

by Larry Harris, CEO

"There was a time not so long ago when a doctor's procelamation of cancer was a nearcertain death sentence." sometimes I wasn't feeling so brave. I pity anyone who has to go through something like this without a Janet.

And my friends. At Thanksgiving, as word spread, I began receiving a shower of cards and calls and e-mails. Hundreds

of them. Many people told me they were praying for me. Some cards came from people I had never met, people who knew somebody who knew me. From all over the country they fluttered in. I wish I could sit down and pen a note of thanks to each sender. If you are one who deserves a response

from me, please accept this as my earnest thank-you. Know that I am grateful for your outpouring of love and support. You have been the wind beneath my wings.

There was a time not so long ago when a doctor's proclamation of cancer was a near-certain death sentence. Not anymore, at least when it is caught early, as mine apparently was. A fair number of those who sent cards told me of their own personal ordeals with the "Big C." They call themselves survivors. I loved reading those stories, for I found in them a measure of hope in my own dark night.

Years from now, I believe I will look back on the 2006 holiday season as the watershed of my life. I will class everything as either pre-cancer or post-. And I can tell you that the post-cancer days are remarkably different from the pre-.

I have come to see that 90 percent of the concerns of life, all those things we feel are so essential – the sports, the entertainment, the politics, eBay, iPod, X-Box, Chemlawn, Nike, and Lexus, a better address, the stock market and the blind pursuit of lucre that so many devote themselves to, all our silly religious divisions, and all our petty quarrels – are nothing but vanity. Empty, meaningless drivel.

Two things alone are worthy of pursuit: Our search for God, and rich relationships with the people in our lives. Beyond that, nothing matters.

### From the President



Peter Clark, President, Board of Trustees

The year 2006 has been an eventful one for Willow Brook and for me. I'll let CEO Larry Harris and the writers of this report tell you about this year's accomplishments. I want to tell you about the people. They're ordinary and they're special.

Willow Brook was not designed for the wealthy, although people of means do live in our communities. The majority are just everyday folks. They were teachers, ministers, salespeople, and nurses. They've worked hard all their lives, raised families, saved, and have chosen to spend their retirement years

## And the CEO

It has been my privilege to lead the great Willow Brook organization now for 32 years. In that time we have grown from a single nursing home serving 25 people and valued at \$175,000 to three full-blown campuses serving 430, with a worth of more than \$58 million. It has been quite a journey so far, and I am grateful for the many who have joined our walk – residents, staff, trustees, donors, and volunteers.

So many who have associated themselves with our ministries have gone the second mile. There is the trustee who stepped up during our first three years to run that original nursing

home without so much as a nickel's pay. There is the nursing assistant who, on her day off, brings in a Wendy's Frosty to a lonely resident. There is the maintenance team that comes in and fires up a small fleet of snowplows and tractors at 4:30 on a snowy morning. There is the nurse who works a double when asked even though she is dog-tired. There are the volunteers who plant flowers around The Home and Village each spring. There is the donor who steps up with a hundred-thousand dollar gift to help us set up our second nursing home. We are a not-for-profit ministry. All that we do is in the name of

Larry Harris, CEO

Jesus. Our only purpose is to serve, and our arms are open wide to any and all. Come walk with us.

in our company.

This annual report is about going the second mile, and that's something Willow Brook does every day. It might be building a second full-service community in what is already a small town because the people who live in that town tell us they want and need it. It might be providing a tuition reimbursement program that enables employees to stretch and grow in their professional lives. Or this year, it is our establishment and staffing of the Willow Brook Foundation to provide the resources necessary to continue going beyond the expected. All are following whatever footsteps are required to serve God's edict to go the second mile.

It was my first year as the volunteer president, and it has been an enlightening and inspiring year. But then, when an organization goes the second mile, enlightening, inspirational, and unexpectedly wonderful things tend to happen.

## The Willow Brook Ministries

Willow Brook Christian Communities was established in 1972. Its very first facility was what we now know as **Willow Brook Christian Home**, just north of Columbus, Ohio. "The Home" provides assisted living rooms and suites, skilled nursing and rehabilitation in a newly-expanded, state-of-the-art facility.

Willow Brook Christian Village, a full-service retirement community nestled into a wooded, 31acre campus, is on the southern edge of Delaware, Ohio. Residents of "The Village" live independently in twin-single homes and apartments, or with varying levels of help in the Centrum assisted living, Cherith nursing and rehabilitation, or Passages memory care. Willow Brook also hosts a Heritage Day Health Center adult day care program.

Willow Brook Christian Village at Delaware Run, is under construction on 49 tree-filled acres on the western edge of Delaware. The first residents moved into their twin-single homes at Delaware Run in May of 2006, and soon a three-story apartment building and health center will rise on the shores of our pond. "Delaware Run" will be the counterpart to Willow Brook Christian Village, with similar features and services.

We are proud of Willow Brook's reputation as a senior home and health service provider second to none in Central Ohio. Our commitment to the people we serve is enhanced by our not-for-profit status and our affiliation with the Churches of Christ, which allow our focus to be on service instead of profits. Our mission is embodied in everything we do and in every person we hire. It allows us to make going the second mile a part of our culture, and that makes all the difference.

The streets at Delaware Run curve up and down the hillside against a lush backdrop of trees, fields and a pond where residents watch the deer coming out to feed every day.



Willow Brook Christian Home 55 Lazelle Road Columbus, Ohio 43235

- Skilled Nursing & Rehabilitation
- Assisted Living
- The Grapevine Grill

Willow Brook Christian Village 100 Willow Brook Way South Delaware, Ohio 43015

- Independent Homes & Apartments
- The Centrum Assisted Living
- Passages Memory Care
- Cherith Skilled Nursing Care & Rehabilitation Center
- Heritage Day Health Center Adult Day Care
- The Courtyard Restaurant

### Willow Brook Christian Village at Delaware Run 25 Delaware Crossing East Delaware, Ohio 43015

740-201-5640 • Twin-single homes *coming soon* 

Health care center and apartments

Willow Brook Christian Communities 100 Willow Brook Way South Delaware, Ohio 43015 Phone: (740) 369-0048 www.willow-brook.org





Mary Lou Calpin, LD

Stacey Wheeler, STNA, with friend Anne Hall

## They walk the Second Mile

Matthew 5:41 says "If someone forces you to go one mile, go with him two miles."

Every year Willow Brook residents, families, and staff nominate a staff member from each location who to them epitomizes that willingness to go the second mile. The Second Mile Award is the highest honor bestowed on a Willow Brook worker, because selfless dedication to the people we serve is our highest priority.

Dietary director Mary Lou Calpin, at Willow Brook Christian Home, is constantly working. She volunteers her time and support without being asked to go the extra mile. "A real giver," says Home administrator David Chappell.

Willow Brook Christian Village nurse aide Stacey Wheeler was nominated because she shops and runs errands for the people under her care, gives them manicures, and is constantly in tune with the little things that add to their quality of life.



Longtime residents and generous supporters Bob and Bette Meyer demonstrate how the automatic door opener they funded enables him with his cane and her with her grocery cart to navigate the building entrance safely. The Meyers family has a distinguished history of going the second mile.



Albina Cykowski, resident of Willow Brook Christian Home

# Exceeding the Standards ...

Going the second mile means doing more and better than the standard, the acceptable. Willow Brook does that every day. Here are a few examples:

- It's not just sympathizing; it's empathizing. The Passages memory care center at Willow Brook Christian Village introduced its Virtual Dementia Tour in 2006. Participants wear rubber gloves and have their fingers taped together, popcorn is placed in shoes and gloves, goggles permit only peripheral vision, and headsets play static and foreign languages. Participants complete the tour with a greater appreciation for the frustration and loss that may be experienced by someone with dementia.
- It's not just assisted living, it's 24-hour nursing care. At the assisted living centers of both "The Home" and "The Village," nurses are on duty 24/7. They're not required by the state, but to our families, peace of mind comes from knowing that a health care professional is there while Mom's sleeping.

- It's not just a bath; it's a spa. Bathing is relaxing, refreshing and delightful. We've added soft lights, soft music, soft towels, and soft smells, making it a calming experience for the senses.
- It's not just eating; it's dining with choices. With empowering residents as their motivation, Willow Brook chefs prepare great food and offer a wide variety of menu choices at each meal, presenting an everchanging food and beverage experience designed to enhance the dignity and quality of life of residents no matter their level of independence.
- They're not just meals; they're events. Madrigal singers and servers are dressed in period costume at the Renaissance Dinner. Ice sculptures and incredible chocolate desserts make the Valentine's buffet truly remarkable. A wide variety of special events complement the monthly omelet buffets and weekly Sunday brunches attract both independent residents and members of the community. They have learned that dining at Willow Brook is like patronizing a fine restaurant, but at a better price.
- It's not just eating; it's having it your way. The dining room servers know a health care resident's favorite breakfast and how each person likes her grapefruit cut.
- The bed's not just made; it's made how he wants it. Aides take the initiative to learn the special likes and preferences of "their" residents. They know how each person



Helen May, a resident of The Village's Passages memory care center, spends part of every day watching the fish in a 125-gallon aquarium donated by Dr. Sudhir Sehgal and Central Ohio Dental Associates.

likes the sheets turned under, how the pillow should be tucked.

- It's not just a chore; it's an activity. We see opportunities in hanging a bird feeder or changing a lightbulb.
- It's not just enjoying the outdoors; it's a nature club. Residents teach and learn about bird watching, weather, trees, and plants. They have identified all the wildflowers on the property and are planting fruit trees to bring in desirable birds and other wildlife.

## Doing More than the Expected



Opal Stair and aide Julie Reed share a special moment with a Teddy bear who came to live with Opal one Valentine's Day several years ago. Now a "birthday celebration" is held in its honor every Valentine's Day. Julie bought "The Kid" new birthday clothes at the last party.

People work at Willow Brook because they want to make a difference while making a living. Most spend more of their waking hours with the residents under their care than with their families. So the residents become families to the staff, just as the staff become family to the residents.

Opal Stair received a teddy bear as a Valentine's Day gift several years ago. Now, each year we have a birthday party for that bear on Valentine's Day.

It's what the Village activities director Marlene Andersen calls "going beyond the superficial" to know the residents and their wants, needs, and families.

It's also why all the assisted living residents have their own rooms, including space for a microwave and refrigerator. Who says snacks need be available only when it's convenient for someone else? If a "night person" wants to stay up late watching old movies, why not have breakfast when the person awakens instead of getting someone who's not a morning person out of bed long before she's ready?

Willow Brook has opened its heart and doors to people who do not yet need a nursing center but do need care during the day by hosting a Heritage Day Health Center adult day care program at our facility. Such sister not-for-profit organizations are partners in meeting people where their needs are.

That's all part of going the second mile.

The families of residents are able to meet their varied responsibilities because they have confidence in the fact that their loved one is engaged in meaningful activity and has the assistance and nursing care that they need, delivered in a caring and competent manner.

## Willow Brook Leadership



Corinna Owens, of Columbus, joined the board of trustees in 2006.

"We screen our clients closely to make sure that they are fitted to the proper ministry in our communities and are receiving the most appropriate level of care. It helps them to remain as independent as possible for as long as possible, to spend their savings prudently, and to minimize the number of changes in their lives."

> Susie Fleak, RN Village Assisted Living Manager



### **Board of Trustees**

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Eilieen Stimpert, longtime volunteer and donor at Willow Brook, was honored by the Association of Ohio Philanthropic Homes and Services for the Aged at its annual awards banquet last fall. We were so proud!

### **Staff Leaders**

**Corporate Officers:** Larry Harris, CEO Janis Frey, Director of Employee Relations Terry Martini, Director of Finance Jim Minehart, Chief Development Officer Teri Ryan, Director of Community Relations **Delaware Run:** Carol Calkins, Village Manager Willow Brook Christian Home: David Chappell, Administrator Josie Montgomery, Assisted Living Manager Willow Brook Christian Village Susie Fleak, Assisted Living Manager Nicole Ketron, Administrator Kathi Paullin, Village Manager Heidi Reed, Memory Care Manager Sally Gallant, Adult Day Care Manager

## In 2006 - Accomplishments

- The first residents moved into their new twin-single homes on the hillsides of Willow Brook at Delaware Run in May. Soon an advisory committee was formed, potluck dinners were organized, and an art gallery was created.
- One attendee called Willow Brook Christian Home's spread at June's Business After Hours in Worthington "the best food ever presented."
- Willow Brook Christian Village was a host site for Delaware's Ohio Chautauqua week in June.
- Willow Brook Christian Home won second-place standing for both entrees and appetizers in the Worthington Chamber of Commerce's annual July "Taste of Worthington" event.
- Rehabilitation and acute care capacity were increased to accommodate the growing need for therapy and skilled nursing care.
- Residents of Willow Brook health care centers are cared for by people they know and trust; the use of temporary nursing services to supplement Willow Brook staff was virtually eliminated in 2006.
- Home Chef Alvarez's grilled shrimp-cooking demonstration and sample distribution were the hit of the Young at Heart Festival at the Aladdin Shrine event in August.
- Village residents are enjoying new carpeting in their private rooms and the public areas as a result of an updating renovation of The Centrum assisted living and Courtyard Restaurant.
- Residents who must elevate their feet now enjoy greater participation, increased socialization, and higher satisfaction since the Cherith skilled nursing center at Willow Brook Christian Village purchased recliner chairs for the activities room.
- We don't need Blockbuster Willow Brook Christian Home introduced a free movie rental program in 2006.



Family members take a picture of the picture of their loved one's photo ornament after the lighting of the Home's Memory Tree.

- Families of residents who passed away in 2006 were invited back to Willow Brook Christian Home to participate in lighting the Memory Tree. They placed ornaments containing pictures of their loved ones on a beautifully decorated tree, were comforted by the words of minister Don Treadway, watched a memorial song and photo presentation, and enjoyed refreshments and conversation afterwards in what will surely become an annual activity.
- A new lecture series with such topics as "Keeping pace with the Economy," "Plato, not Play-dough," and "A Nickel Tour of the Universe" have been offered monthly thanks to the leader-ship of Village resident Janet Yoder.
- The Home got an "A" in family satisfaction on the state of Ohio's LTC.org web site.

### Willow Brook Christian Communities Consolidated Financial Information - 2006

Consolidated Statement of Activities			
	2006	2005	
Operating Revenue			
Net service revenue	\$11,113,677	\$ 9,756,837	
Investment income	696,447	594,243	
Amortization of entrance fees	824,149	699,343	
Contributions	209,316	157,178	
Other operating revenue	304,531	416,200	
Total operating revenue	\$13,148,120	\$ 11,623,801	
Operating Expenses			
Salaries & wages	5,314,430	4,917,416	
Employee benefits & payroll taxes	895,760	845,170	
Operating supplies & expenses	1,111,578	953,194	
Professional services	287,787	302,741	
Utilities	405,684	354,519	
Depreciation & amortization	1,837,730	1,066,083	
Interest	1,402,913	948,092	
Real estate taxes	146,018	118,985	
Other	1,195,432	1,238,751	
Total operating expenses	\$12,597,332	\$10,744,951	
Excess of Revenue over Expenses	550,788	878,850	
Change in Unrealized Gains & Losses on Investments	279,735	(355,562)	
Increase in Unrestricted Net Assets	\$ 830,523	\$ 523,288	
	+		

### **Consolidated Balance Sheet** December 31 December 31 2006 2005 Assets Cash & cash equivalents \$ 2,291,059 \$ 943,677 Investments 10,745,682 5,464,032 Resident accounts receivable 1.148.135 795.997 Contributions receivable 343,990 349,114 185,482 Inventory & prepaid expenses 189,144 Deposits 29.921 25,958 4,190,324 Assets Limited as to use 10,185,993 Property and equipment 38,320,261 34,291,803 Intangible assets 441,271 441,271 883,478 Deferred financing costs 854,775 \$ 58,550,900 Total assets \$ 53,570,467 **Liabilities and Net Assets** Accounts payable \$ 231.609 \$ 1,231,962 Accrued liabilities Accrued compensation & related liabilities 488.221 408,841 Deferred revenue from entrance fees 4,174,504 2,257,369 1.020.827 **Resident deposits** 2.173.800 Refundable entrance fees 13,179,103 8,178,145 Fair value of interest rate swap agreement 23,735 53,203 Other 419.752 463,494 Prepaid rent 343,700 329,121 Debt payable 32,309,394 32,950,000 **Total liabilities** 52,190,845 48,045,935 Net Assets Unrestricted 6,189,867 5,359,344 Temporarily restricted 165,188 170.188 Total net assets 6,360,055 5,524,532 Total liabilities & net assets \$ 58,550,900 \$ 53,570,467

Complete audited financial statements are available by calling 740-369-0048.

## From the Foundation:

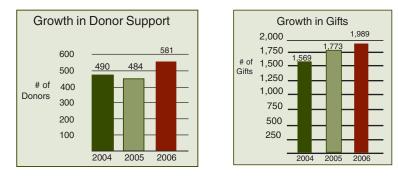
Going the second mile requires extra thought, and it makes an Gimpact on other people's lives. Donors in 2006 were motivated to give generous financial gifts for a number of reasons: a feeling of responsibility to make our world better, because they believe in our mission, because they are grateful for the quality of care Willow Brook provides.

The impact of their gifts touched those who were the beneficiaries of their generosity. Extra milers choose quality. They are action-oriented, they step forward when something needs to get done, and they are dedicated souls who form the backbone of our philanthropic cause. The highlights listed below give credence to your second-mile giving!

- 581 people made 1,989 gifts totaling \$237,520.59.
- More than \$114,000 was given to support restricted capital projects.
- \$86,457 was received to underwrite the Medicaid shortfall for nursing care residents in need.
- 11 Churches of Christ gave over \$12,000.
- We are grateful for Mary Edwinna Grimes and Coriel Rauch for remembering Willow Brook in their estate plans.
- Almost 83% of the employees at the Home pledged over \$4,800 to underwrite an ice cream dispenser, resident care and assisted living activities. At the Village, employees pledged \$10,458 for a wheelchair washer, the general endowment, resident care and for improvements in Passages.
- The Roy and Eunice Rogers Golf Scramble netted more than \$7,000 to join other commemorative donors in underwriting the cost of 50 TVs, and DVDs/VCRs for residents of our nursing level at the Home.

### 2006 Gifts

Bequests	\$19,226
Capital campaign	8,100
Restricted for special capital projects	114,004
Unrestricted (Medicaid shortfall)	72,231
Non-cash gifts in-kind	23,960
Total cash and in-kind gifts received	\$237,521
Less adjustments and accruals	(28,205)
Net gifts received	\$209,316



- The board of trustees gave more than \$7,900.
- Donors gave more than \$5,300 to the employee tuition reimbursement program.
- More than 350 gifts were sent in honor or memory of more than 150 individuals, totaling more than \$35,400.
- Residents, their families and others contributed \$16,377 for staff bonuses, giving each employee a gift card.
- 76 gifts-in-kind were valued at almost \$24,000.

# They Went the Second Mile

## Donors to Willow Brook Christian Communities

2006

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Bill Hoffman cuts the ribbon on a new copier he purchased for Delaware Run. Now everyone has access to free copying 7 days a week.

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Therapy Aide Kay Kilgore enters the exercise settings for Jane Sims as she begins exercising on the treadmill funded by her family for Willow Brook Christian Home's therapy department.

Tom & Judith Gaikowski Charlotte Gallant Mary Gallo Florence Garner Joyce Garner Mark & Linda Garner Jack & Vivian Gaskalla John & Crystal Gattis Charles & Janet Geiser Susan George James & Thomas Gerhardt Richard German Frank & Evelyne Giannantonio Sue Glander Trige & Lezli Gleim Lucy Glemser Global Village Gene Glossner Les Goodman Pansy Gordon Gordon Food Service Joseph & Donna Goulding Grady Memorial Hospital Patsy Greathouse Clark & Carrie Green Keith & Sherry Greer Greif. Inc. **Thomas & Shirley Griffin** L. Roger Grimes Mary Edwinna Grimes Bob Grissom Hazel Grooms GT Tire Service Greg & Lori Hall **Delores Hamilton** Dorothy Hamilton Hamilton Parker Distribution **Robert & Maxine Hamler** Lando & Brooke Hamlett Marcia Hanesworth Imogene Hann **Opal Hardin** Larry & Janet Harris Harris Interactive Walter Harvey John & Karen Haves Shawn Haves Steve & Ramona Haynes James Heinold Ned Herald John & Marv Hermiz Ernest & Sally Hickenbottom Thomas & Carol Hickey **Ruth Hickok Cindy Higgins** Terry & Carla Higgins Hilb Rogal & Hobbs Kay Hilborn Garv & Connie Hill Bill Hoffman Elmer Hogue Edna Hoke Kim Holycross Roger & Carol Hornbaker Kathryn Hoskinson June Hovt John & Shelly Hubbell Robert Huffman Hughes-Keenan Foundation Juanita Hull Harry & Mary Jo Humes Huntington National Bank Lester & Kathleen Hurst

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Mary Laughlin and Eunice Rogers share a chuckle while watching a new television purchased for Mary's room as a result of the Spring Commemorative campaign and the annual golf outing. The proceeds purchased televisions and DVD/VCR players for every nursing resident at Willow Brook Christian Home.

Bud & Lois Overton Ed Oxley Robert Oxley Arlene Palenshus Janice Pangio Park National Organization Marion Parnell Partizans Chapter, Elks Club Valerie Passoa Maude Prince

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A lifelong love of vehicles inspired Delaware Run resident Don Davis to donate funds for a Kubota truck for Willow Brook at Delaware Run. Davis and maintenance manager Bob Wheeler, left.

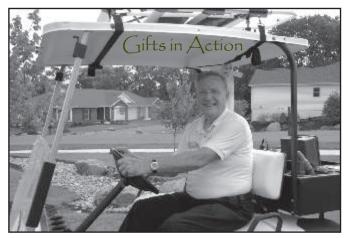
Joseph Suarez Subway Karl & Ingrid Svendsen Sandy Swartzmiller Jeff Szall Terence & Eileen Tamasovich Victoria Tarpeh Charles & Ann Tarr Arthur Tatman Judy Taube Jack Taylor Zeke Taylor Marilvn Terrv James Thatcher Christopher & Mindy Thomas **Rachel Thomas** Richard & Carol Thomas Virginia Thombs Jeanne Thomson Kevin Thress Everett Tilson Gordon & Charlotte Todd **Dolores** Torrie John & Joanne Toth Chuck & Nancy Townley Gary & Becky Townsend Randall Trachsel

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Donor Arlene Palenshus shows catering manager and dining room supervisor Lynn Roush how the shades she purchased for The Courtyard Restaurant allow residents to enjoy both their meal and the view without the sun getting into their eyes.



Delaware Run residents get fast and efficient service thanks to Warren and Betty Willke, who donated a golf cart for that purpose. Warren sits in the cart above.



## Reflections

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If you wish to remove your name from the Reflections mailing list, please contact Lynn Zizzo at 740-369-0048.

6		
20th – and last – Roy and Eunice Rogers Golf Scramble	Saturday, July 28, 2007	Willow Run Golf Course State Route 310 & Route 161 Alexandria, Ohio Double Shotgun Start
Package includes: Package includes: Green fees, cart, lunch, Green fees, cart, and prizes, dinner, and if paid by June 30th \$60 per Individual \$75 per Corporate Individual After June 30th \$75 per Individual \$100 per Corporate Individual	Registration   Name:   Address:   City:   State:   Names of other players:	Zip:
	Return form with payment to: Willow Brook Christian Communities 100 Willow Brook Way South Delaware, Ohio 43015 Attn: Lynn Zizzo	