



ARE FAMILY

2019 ANNUAL REPORT



Leaning into life
TOGETHER



Creating communities where aging is honored and celebrated.



Dear CLC Residents, Associates, Families, and Friends,

The annual report letter from the CEO and Board Chair typically reflects on the many good works of the previous year. However, solely focusing on all of the accomplishments of 2019 without addressing the challenges of the first six months of 2020 would not tell the complete story.

2019 brought Christian Living Communities (CLC) significant mission expansion, serving 24 communities in seven states by the end of the year. A two-year commitment by team members and residents came to fruition with the creation and introduction of our refreshed **We!** Value statements. This report reflects these powerful statements that help re-frame our founding Christian core values into actions guiding our everyday work. We were set to make 2020 the year of **We!** focused events and celebrations when the COVID-19 pandemic radically shifted our efforts.

As a committed group of senior living professionals, residents, and families we have responded heroically during the long months of this worldwide health crisis. The love has been evident as we supported each other through fear, uncertainty, and an ever-changing restrictive environment. The journey is not over. **We!** are as committed as ever to the health and well-being of everyone who lives and works in our communities and to the cherished families doing their best to extend patience, understanding, and grace.

While **We!** haven't been able to gather and celebrate together, **We!** are caring for each other in new and creative ways. **We!** celebrate the persistence of the human spirit and mission. **We!** embrace the possibilities of a bright future and the successful navigation of a "new normal" as our team boldly moves forward in a new COVID-19 world.

With appreciation for your faithful support,



CLC Interim CEO Camille Burke & Board Chair Gregory Terry

Handwritten signature of Camille Burke in blue ink.

Camille Burke | Interim CEO

Handwritten signature of Gregory Terry in blue ink.

Gregory Terry | Board Chair



CARE FOR EACH OTHER

A MESSAGE FROM LEADERSHIP

In early 2020, CEO and President, Terry Rogers announced his resignation as he accepted a position at another faith-based, not-for-profit, senior living organization. We appreciate Terry's service and commitment to CLC-Cappella Living Solutions, and we wish him all the best.

The Board of Directors is currently conducting a CEO search and plans fill the role by the end of the year. In the meantime, Camille Burke, who has been with the organization for more than 16 years, is graciously serving as our Interim CEO.

Be hopeful in hope, patient in affliction and faithful in prayer.

Romans 12:12



Refreshing & Renewing are Essential to Growth

We've rewritten our Mission Statement four times and have updated our values at least three times previously.



Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is—his good, pleasing and perfect will.

Romans 12:2

Embracing a culture of **We!**

We! Embrace the Possibilities | Integrity and leadership in all that we do

We! Care for Each Other | Serving with love and compassion

We! Celebrate | United we value and respect each other's unique contribution

In 2019, a dedicated group of team members, working in collaboration with resident feedback, re-positioned our Core Values into new Value Statements.

Believing that it is healthy and a natural progression for every organization to refresh and recommit to guiding values, these statements succinctly encapsulate all messages, intentions and history. They unite each of our services lines, help everyone associated with CLC-Cappella understand our organization and enliven our culture.



Left to right: Embracing technology; caring for a resident at Someren Glen and pursuing passions at Clermont Park

In 2020 we are introducing the **We!** Culture across the organization, to both owned and managed communities. These action statements help create the environments we want to live and work in.

COVID-19 Leaning into life together

WELLNESS SUPPORT

In-Suite Grab & Go Meals
255,123 in 20 communities

Resident
Wellness Checks

172,392



PPE items shipped
over 8 weeks

43,600

PROTECTING EVERYONE

163
shipments



CARING FOR CAREGIVERS

Hero shifts (COVID-19 positive)

363

Full shift bonuses

2,068

Extra shifts picked up

578

Total incentives paid

\$415,095



PLANNING, TRAINING & COMMUNICATION

Family Town Halls

8

Communications to
Residents & Families

355

Hours Leadership Planning

1000+



WE CARE FOR EACH OTHER

RIISING TO THE CHALLENGES OF COVID-19

The COVID-19 Worldwide pandemic came to our doors in early March. The team, from across all 23 communities and six states, immediately responded to serve, protect, and focus on the well-being of everyone who lives and works in each community. We continue to be vigilant, prepared, and serve with compassion.

This infographic is just a snapshot of efforts through May. We want to thank everyone for their support, prayers, and patience as we continue to work our way through this together.

*Team members
unloading a shipment
of personal protective
equipment (PPE).*





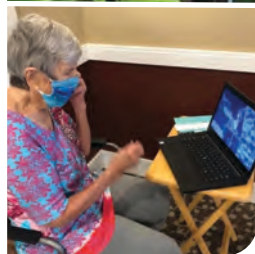
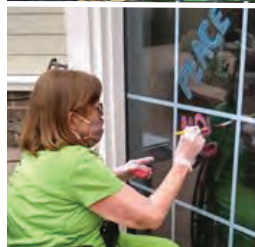
CARE FOR EACH OTHER

YOUR SUPPORT MAKES A DIFFERENCE FOR OTHERS

Your support has made an amazing difference for residents and team members as we've grappled with COVID-19. As an example, generous gifts funded technology that helped residents maintain communication with their loved ones.

General Mission donations, which address the organization's greatest need and provide the most flexibility, helped team members facing financial hardship by supplementing the **Team Member Critical Needs Fund**.

Many of you have supported us in the past. Please consider a gift today as we continue serving the most vulnerable population in this challenging time of COVID-19.



Top to bottom: Creativity at Heritage Crossing, window painting at Holly Creek, making use of TV trays at Dayspring Villa

TEAM MEMBERS SUPPORTED

The COVID-19 pandemic presented a dual threat for many, both a health crisis and an economic one. Many Christian Living Communities team members faced tremendous stress, including financial strain as their household incomes were slashed in half as workers across many industries were laid off.

In response, Christian Living Communities expanded its Team Member Critical Needs Fund to include help with groceries and additional childcare, as well as rent, transportation and medical expenses. Team members employed at our owned operations were able to access up to \$1,000 to help out with these hardships. In the first ten weeks, more than 40 team members received in excess of \$39,000 in aid, all made possible by the generous contributions of supporters.

RESIDENTS SUPPORTED

When group dining at Dayspring Villa was prohibited due to the pandemic, residents had meals delivered to their apartments. What team members didn't realize was that many residents in the primarily Medicaid community didn't have a place to eat in their small apartments.

Residents like Karin used a folding chair as a table, but this caused horrible back pain. She tried holding her plate, but wasn't comfortable with that either.

Karin was overjoyed when TV trays were purchased through donations to CLC. "It was such a nice gift," she said. "I use it to write on and eat my meals. It was really a godsend." This is just one example of how donations received during the COVID-19 crisis have made a wonderful difference for residents.

Thank you for your partnership in 2019. For giving options, contact Donor Relations at 720.974.3675

Where Does the Money Go?

Christian Living Communities finished 2019 on a very strong note. We continued to focus on successful financial performance while acquiring two additional communities, Cappella Grand Junction and Cappella Pueblo West.

2019 Someren Glen updates included the addition of a multi-use Activity Hub



\$51,515,133
Resident Services
& Care

\$8,472,883
Cost of Buildings

\$5,803,393
Interest/Bond
Fees on Debt

\$4,129,609
Administration



CELEBRATE

EXCEPTIONAL FINANCIAL STEWARDSHIP

CLC recorded its strongest Debt Service Coverage, at 2.19 times debt service, and its strongest Days Cash On Hand (DCOH) at 329 days in 2019. We are a solid and stable organization.



TOTAL OPERATING INCOME
\$69,921,018



TOTAL OPERATING EXPENSE
\$69,767,564

COVID-19 has dramatically impacted the organizational financial indicators. Our strong 2019 performance will help our recovery in 2020.



CARE FOR EACH OTHER

ENGAGED COMMUNITY OUTREACH

Please consider supporting our mission in 2020 by visiting our volunteer page.
christianlivingcommunities.org/giving-back/volunteer-with-us/



CHARITY CARE ALONE

\$1,984,884

HUD, Medicaid and individual support



VOLUNTEER HOURS GIVEN

43,480

Giving Back to the Community



*Top to bottom:
9Health Fair volunteers, Someren Glen knitting
club member, Walk for Alzheimer's participants*

Christian Living Communities extends its **We!** Care value to the greater community through supporting worthwhile organizations and helping individuals.

From resident-knitted and crocheted hats for the Pine Ridge Indian Reservation and toy cars crafted for children around the world to CLC's annual hosting of the 9HealthFair and faithful support of the Alzheimer's Association, serving others is woven into our culture.

Christian Living Communities remains committed to serving the greater community with love and compassion by generously giving back to those in need.

*Christian Living Communities has given **\$3,911,275** cash equivalent in benefit to the greater community in the form of volunteerism, donations, subsidized care and services which is **5.4%** of operation revenue and **5.8%** of operating expenses*



Because of your GENEROSITY

Thanks to the generous support of donors, Christian Living Communities is able to live out its mission of enriching the quality and dignity of life for older adults. Whether giving to qualified residents in need, helping team members further their education, or enriching the daily life of residents, your gift fosters successful aging and enhances lives.

Examples of what your generosity in 2019 helped provide:



\$137,000 for qualifying residents in need



\$3,775 in General Mission funding for CLC associate **dementia training**



21 team members with tuition assistance totaling **\$55,300**



16 team members with **\$11,900** in funding for housing and transportation critical needs

We continue to see an increase in the number of people sharing their plans to leave a legacy gift, which grows our impact and stabilizes funding towards our mission. Those who chose to leave a legacy gift become members of the **Compassion Circle**, which is how we thank and honor them.



EMBRACE THE POSSIBILITIES

TRANSFORMATIONAL FUND DEVELOPMENT



2019 DONATIONS RECEIVED

\$468,552



2019 DONATIONS APPLIED

\$331,887

Total year-over-year accumulated donations invested for future use and stability of yearly mission support:

\$4,095,953*

**Includes \$962,923 in donor-restricted, permanently endowed funds.*



EMBRACE THE POSSIBILITIES

MISSION GROWTH

CLC-Cappella is committed to growing our mission reach through ownership, management, and consulting efforts.

Since our last report, we've successfully expanded our vision through new management and ownership support to 12 additional communities. Currently, we are working with consulting clients in Utah, Wyoming, Colorado and Wisconsin.



Cappella continues to ignite possibilities

Where we are NOW



Colorado – Owned Communities

1. Clermont Park
2. Dayspring Villa
3. Holly Creek
4. Someren Glen
5. Cappella of Pueblo West
6. Cappella Grand Junction

Colorado – Management Services

7. Casey's Pond
8. The Ridge - Pinehurst (2020)
9. Villagio of Broomfield
10. Bella Vita
11. The Retreat at Sunny Vista

Indiana – Management Services

12. Demaree Crossing
13. Sugar Fork Crossing

Ohio – Management Services

14. Walnut Crossing
15. Heritage Crossing

Oklahoma – Management Services

16. Villagio of Bradford Village
17. Villagio of Oklahoma City

Texas – Management Services

18. Villagio of Carrollton
19. Villagio of McKinney

20. Villagio of Plano
21. Villagio of Kerrville

Utah – Management Services

22. The Ridge Cottonwood
23. The Ridge Foothill

Consulting Engagements

UT - Consulting/Assessment

WI - Development Services

WY - Consulting/Assessment

Colorado Owned Business

CO - Rhythms Home Care

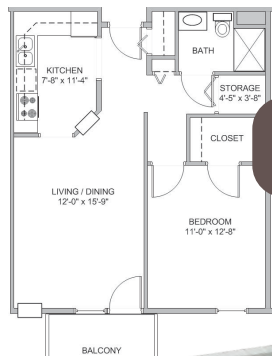
Current as of 6-18-2020

Since 2014, Cappella Living Solutions has served as the consulting and management division of CLC. In 2019 we grew in all three key areas, expanded ownership, expanded management, and engaging consulting projects.

Someren Glen Revitalization Project

Christian Living Communities continues its commitment to reinvest in its founding Legacy communities with work to reposition and refresh the now 30-year-old Someren Glen campus. In 2019, we worked with a team on a Master Plan for the community. While we continue to refine the vision for Someren Glen, we realized that work to improve the residential living apartment homes could begin immediately and be funded, in part, by a bond refinancing completed in 2019. Later this year, we will begin an apartment revitalization project that will modernize our residential living homes for current residents and future friends.

The project will entail renovating 12 apartments at the same time over 15-months. We are working closely with the construction team regarding strict virus mitigation protocol that includes daily health screenings and “safe paths” where workers would be separated from residents. Extreme measures will be taken to ensure the health and safety of everyone at Someren Glen while still moving forward with this crucial improvement project.



**Residential Living
Evergreen Floor Plan**

*Top: Before
Bottom: After*



EMBRACE THE POSSIBILITIES

SOMEREN GLEN IMPROVEMENT PROJECT

Residential Living Apartment Refresh Improvements Include:

- Creation of more livable space
- Open concept with open kitchen
- All new kitchen appliances
- All new cabinetry in kitchens and baths
- Solid surface counter tops
- New flooring, a mixture of laminate plank and carpet
- Choice of finish packages (colors)
- Stackable washers/dryers
- Quieter and more efficient heating and cooling throughout the apartment
- High-rise toilets
- New lighting fixtures
- New entry doors with state-of-the-art entry systems

We!



OUR MISSION

Christian Living Communities enriches the quality and dignity of life for older adults through services and care that reflect Christian love, respect, and compassion toward each individual.



Christian Living Communities - Cappella Living Solutions

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Creating communities where aging is honored and celebrated.

