



CHRISTIAN LIVING  
COMMUNITIES

Creating communities where aging is honored and celebrated



# Ascent

CHRISTIAN LIVING COMMUNITIES

## 2020

★



2017 | Annual Report





*"And do not forget to do good  
and to share with others, for with  
such sacrifices God is pleased."*

Hebrews 13:16

**Dear CLC Residents, Associates, Families  
and Friends,**

As we hold to our Christian roots and values, it is the verse above that guides our current path. In 2017 we embarked on **Ascent: 2020** a three-year strategic plan that focuses on sharing our success and knowledge by expanding our reach.

**We've grown by 15% in the number of older adult lives we touch through our ownership, management, consulting and home care services.** In turn, we enrich the lives of family members and team members we employee through values-infused interactions.

In 2017 we set a clear **vision** for ourselves: *Creating communities where aging is honored and celebrated.*

And, as we enter the second year of our three-year plan, we've set our sights on a summit – **Twenty by 20**. This means extending the reach of our mission by operating 20 "units" by the end of 2020 – communities and services that we own, manage or support via consulting.

Our path is clear and we've begun the Ascent. We are grateful for your continued support and prayers as we continue on the climb.

Faithfully,

Terry Rogers | President & CEO

Greg Terry | Board Chair



CLC President/CEO Terry Rogers  
& Board Chair Greg Terry

Currently, we have 12 owned or managed communities that are either



operational or are in the process of being built. Additionally, we recently acquired a home care company to become part of our newly rebranded **Rhythms Home Care**.

We are well on our way to reaching **20 operational efforts by the end of 2020**. If you take into account the senior adults, their families, and all the employees and volunteers touched, our reach will extend to **20,000 people by 2020!**





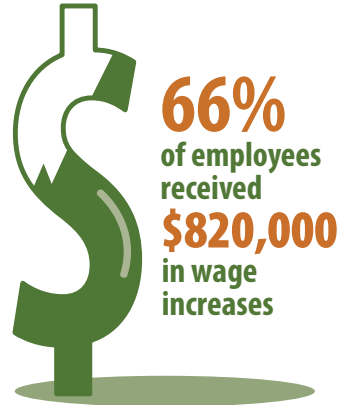
ASCENT 2020

## Be The Place

In our booming economy, we've been challenged to hire enough of the right people to provide the care and services our older adults need and deserve. Part of our three-year strategic initiative is to "Be The Place" where people want to work—a place where team members thrive.

In 2017 we made a bold decision to review every salary and make an increase *to or above the market standard* to provide more competitive salaries.

Since making the increase in early 2018, employee retention is **already up 5%**. That's a significant impact on our mission, but also on our team members' lives as described below.



A loyal team member shared that she found herself having to make a choice between childcare for her youngest daughter or paying rent. The single mom moved to a motel.

After receiving her pay increase, she was able to afford an apartment for her small family and pay for the childcare she needed to keep her youngest safe.

"So much joy came over my heart that I cried when I got back to the motel," she shared. "This pay increase may not look like much to others but, for me and my family, it means life. Thank you for not looking at your employees as just workers. Thank you for seeing us as humans with families and lives we need to prioritize."

**YOUR PATH TO A  
REWARDING  
WORK LIFE  
STARTS HERE.**

### 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.

### OUR VISION:

Creating communities where aging is honored and celebrated



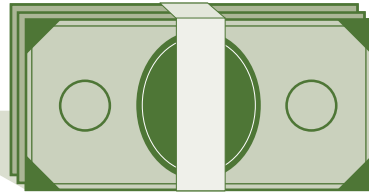


ASCENT 2020

## Exceptional Financial Stewardship



Total Income  
**\$60,976,829**



Moving on  
**UP.**



In 2017, CLC had a very strong improvement in Operating Margin as a result of prior year bond refinancing and a focus on controlling expenses. Additionally, CLC benefited from a strong stock market and saw its investments increase significantly.

**\$40,610,902**



Resident Service  
& Care

**\$8,460,780**



Cost of  
Buildings

**\$5,667,137**



Interest/Bond  
Fees on Debt

Where does  
the money  
**GO?**

**\$2,746,978**



Administration



We ended 2017 with 313 days cash on hand. Why does this matter? If a catastrophic event occurred, we would have 313 days that we could operate CLC just like it does today, without receiving any revenue. We are a solid and stable organization.

Summaries of audited financial reports are available at [ChristianLivingCommunities.org](http://ChristianLivingCommunities.org).  
Questions? Please contact **Bryon Childs, CFO** at 720.974.3504 or [BChilds@clcmail.org](mailto:BChilds@clcmail.org).





ASCENT 2020

# Transformational Fund Development

## YOUR IMPACT

CLC has many generous donors who make a huge difference for the older adults we serve and the associates who provide exceptional care and service.



**Total Donations  
Received in 2017**  
**\$951,972\***



**Total Donations  
Applied in 2017**  
**\$291,661**

\* This includes a very generous \$461,000 bequest gift from Frank & Sylvia Velzen from which a portion will be applied annually for future use. For more on planned giving options visit our mission support page at [ChristianLivingCommunities.org/donate](http://ChristianLivingCommunities.org/donate).

Total year-over-year accumulated donations  
invested for future use: **\$3,445,736**



## Your Generosity in 2017 Helped Provide...

**\$22,890** in **scholarships** awarded to 16 team members  
**\$93,292** to help 6 qualifying residents in financial need



**\$5,000** in **Mission Fulfillment funds** to create  
Team Member Critical Needs Assistance Program

**New van for Clermont Park \$48,000**



**\$50,000** Quiet Waters Retreat serenity room at Holly Creek

**\$18,800** to go towards Helping the Healing – Soundwalls, garden  
and refreshed multi-purpose space at the Suites at Someren Glen



For a complete list of all cherished donors, including our Compassion Circle members who have planned for CLC in their estate arrangements, visit our website at [ChristianLivingCommunities.org/donors](http://ChristianLivingCommunities.org/donors).





ASCENT 2020

# Strategically Grow Our Footprint

## SPREADING OUR MISSION



Consulting Services

Management Services/  
Owned Communities

To learn more about Cappella Living Solutions, visit [CappellaLiving.com](https://CappellaLiving.com).

1. **Bella Vita** - Aurora, CO
2. **Casey's Pond** - Steamboat Springs, CO
3. **Cappella of Grand Junction**  
Grand Junction, CO
4. **Clermont Park** - Denver, CO
5. **Dayspring Villa** - Denver, CO
6. **Holly Creek** - Centennial, CO
7. **Melody Senior Living** - Colorado Springs, CO  
*Opening Summer 2018*

8. **Someren Glen** - Centennial, CO
9. **Melody Living Lake in the Hills**  
Lake in the Hills, IL *Opening Spring 2019*
10. **The Retreat at Sunny Vista**  
Colorado Springs, CO
11. **St. Anthony's Retirement Community**  
Kansas City, MO *Opening Fall 2018*
12. **The Ridge Pinehurst** - Lakewood, CO  
*Opening Fall 2019*

In 2017 we welcomed three new managed communities—currently in development—to the family *and* successfully opened two others with well above national average move-in rates. Earlier this year we announced another managed community, The Ridge Pinehurst, set to open in fall of 2019.



## INCREASING OUR SERVICES

### RHYTHMS HOME CARE

We've nearly doubled our Home Care Service after acquiring another Denver area company and merging under a new name, Rhythms Home Care. In 2018 we were certified to accept Medicaid reimbursement for our services allowing us to reach even more older adults in need.



To learn more about Rhythms Home Care visit [RhythmsHomeCare.com](https://RhythmsHomeCare.com).

### LEADER IN DEMENTIA SERVICES

In 2017 we created Rhythms Dementia Services, an internal/external effort to increase dementia education, awareness and inclusiveness.



So far, more than 186 team members across all CLC divisions have received eight hours of exclusively-created Rhythms Dementia Services training. Currently, we are creating an even more in-depth 2.0 offering.

### DEMENTIA INCLUSIVE

Because we can reach more people by sharing our knowledge, we've created Dementia Inclusive, a web-portal learning platform that teaches dementia inclusive business practices. The portal will be available to South Metro Denver Chamber members mid-year 2018.



Our goal is to support those living with dementia and their loved ones by creating communities—including businesses—that support their journey.

To learn more about Dementia Inclusive visit [DementiaInclusive.org](https://DementiaInclusive.org).



## Invest in Someren Glen

In early 2018 we transformed a Someren Glen Neighborhood into a Transitional Care Neighborhood, with 18 private suites for short-term rehabilitation care and services.

We tripled the size of our rehab gym and equipped it with healing technology. The full therapy set-up is helping more older adults needing both on-site and outpatient therapy.



Updated therapy gym

The second half of our *Helping the Healing* campaign will benefit long-term care at Someren Glen by creating a Community Life Hub—a larger, designated space for life enriching activities—in the old therapy gym space. Thank you to all of the donors who have contributed to these much-needed efforts.

## Giving Back

As a not-for-profit, we take very seriously our mission to enrich the lives of not only those we serve but of the community in which we live.



**\$3,851,492** cash equivalent in benefit to the greater community in the form of volunteerism, donations, subsidized care and services...



which is **6.3%** of operating revenue and **6.7%** of operating expense



**\$1,834,142** in charity care alone  
HUD, Medicaid and Individual Support



**40,424** volunteer hours given  
by leadership to the greater community

Thank you for your partnership in 2017. Please consider supporting our mission in 2018 by visiting our donations page to learn about your many options.

**[ChristianLivingCommunities.org/opportunities-to-support](https://ChristianLivingCommunities.org/opportunities-to-support)**