

# CONNECTING THE **DOTS**

ANNUAL  
REPORT  
2 0 1 8

MISSION

GROWTH



ENRICHING  
MORE LIVES



CHRISTIAN LIVING  
COMMUNITIES



Cappella LIVING  
SOLUTIONS

Creating communities where aging is honored and celebrated

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

**D**o you remember those connect-the-dot worksheets we all did as kids? Sometimes the image was evident even before we started, but sometimes it wasn't. Yet, we continued in good faith to connect the dots until the picture became clear. For some, our current journey may feel like that. Are all of our efforts connected and if so, how? What are we collectively creating?

In 2018 our "image" became clear. Our God-given gifts are being used for the benefit of others. We are expanding, growing, and fulfilling our vision of creating communities where aging is honored and celebrated.

At this time last year, we were supporting 12 communities. Today we have 17 communities in six states in various stages of development and operations through both owned and management services partnerships. Additionally, we are consulting with six other communities to enrich operations and services.

Our recently purchased Eagle Pointe Support Office (EPSO) now houses the support services for all communities. In addition to providing a growing central hub of mission support, this investment will be a long-term cost savings for the organization.

We've reinvested in our legacy communities to ensure their prosperous future as well as in education and programs to enhance services in all supported communities. We're engaging donors in providing crucial team member scholarships, leveraging technology, and supporting team member retention efforts through resident-led Keepers Committees.

The picture is emerging. CLC has been blessed in our 47 years of service, and we will continue to share our gifts with others, just as it should be.



CLC President/CEO Terry Rogers  
& Board Chair Gregory Terry

**As each has received a  
gift, use it to serve one  
another, as good stewards  
of God's varied grace.**

1 Peter 4:10

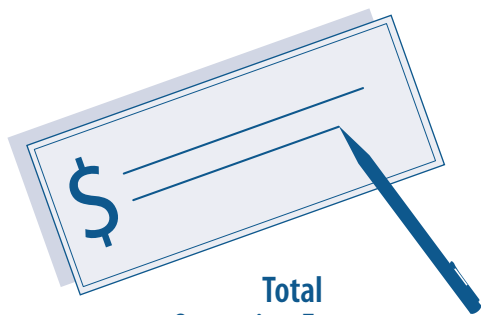
With sincere appreciation for your faithful support,

**Terry Rogers**  
President & CEO

**Gregory Terry**  
Board Chair

## EXCEPTIONAL FINANCIAL STEWARDSHIP

In 2018, CLC had a strong improvement in Operating Margin as a result of successful financial performance from Cappella Living Solutions and a focus on reducing expenses.



Total  
Operating Expenses  
**\$62,498,550**

Total Operating  
Income  
**\$63,750,045**



### Where Does the Money Go?

**\$45,213,365**

Resident Services  
& Care



**\$8,341,016**

Cost of Buildings



**\$5,726,313**

Interest/Bond  
Fees on Debt



**\$3,217,856**

Administration



We ended the year with 308 days cash on hand (DCOH) – down slightly from last year's 313 due to the downturn in the market in Q4 of 2018. Why does the DCOH matter? If a catastrophic event occurred, we would have 308 days that we could operate CLC just like it does today, without receiving any revenue. We are a solid and stable organization.

## STRATEGICALLY GROW OUR FOOTPRINT



2018 was the second year of our 3-year strategic plan, **Ascent 2020**, reaching new heights and **connecting our efforts to 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.*



### Colorado – Owned Communities

1. Clermont Park
2. Dayspring Villa
3. Holly Creek
4. Someren Glen

### Colorado – Management Services

5. Cappella Grand Junction
6. Casey's Pond
7. The Ridge - Pinehurst
8. Villagio of Broomfield (8-19)
9. Bella Vita

10. The Retreat at Sunny Vista
11. Melody Senior Living

Colorado Spgs. (Opened 8-18)

### Missouri – Management Services

12. St. Anthony's

### Oklahoma – Management Services

13. Bradford Village (8-1-19)
14. Villagio of Oklahoma City (8-1-19)

### Texas – Management Services

15. Villagio of Carrollton (11-2-19)

16. Villagio of Kerrville (11-2-19)
17. Villagio of McKinney (11-2-19)
18. Villagio of Plano (11-2-19)
19. The Ridge Cottonwood (11-18)
20. The Ridge Foothill (11-18)

Current as of 4-24-2019

**A**s of March, 2019 we are in the process of welcoming seven more communities, three are currently in transition towards management support services and four are receiving sales and marketing consulting support with the intention of coming on to full management support services by the end of 2019.

*"I've gotten better support and higher quality than I've ever had. The caliber of the people is insane! I've learned more in my one year with Cappella than I have in my 20 plus years."*

– Executive Director at a Cappella supported community

## ASCENT 2020



**Invest in Someren Glen** – In 2018 we opened a newly remodeled Short-Term Rehabilitation Neighborhood at Someren Glen. We also began a \$1,460,572 project to create a more dignified and dedicated dining space, welcoming living room and a community life hub where art, learning and enriching programs will have their own home. The project should be complete by this summer.

*Someren Glen's Short-Term Rehabilitation Neighborhood ▶*



ENRICHING  
MORE LIVES



**Be The Place** – In 2018 CLC lowered overall team member turn-over to 38%— a 6 % organizational decrease. This was accomplished through additional creative benefits, a robust, donor-supported scholarship program and the implementation of the

Keepers Committee at more communities, empowering residents to be part of the employee retention solution. In March of 2019, CLC and the Denver-based communities all became **Great Place To Work®** certified. CLC and Cappella Living Solutions Support Office are becoming employers of choice.



GROWTH

*"Saying thank you just doesn't seem to cover my exact sentiments of gratitude. Working with the staff and residents has been a blessing for both me and my family, and I look forward to many more years in that capacity."*

— Employee Scholarship recipient whose tuition assistance funded Certified Nursing Assistant training



**Leader in Dementia Services** — An interdisciplinary team formed in 2018 to create a multi-level training platform for team members and to elevate training for those working in our memory support neighborhoods. Family support groups formed in several communities and at Cappella of Grand Junction, the team provides monthly Memory Café programs, giving caregivers and their loved ones an accepting and safe place to socialize and support each other.

ENRICHING  
MORE LIVES

*The Memory Café at Cappella  
Grand Junction*



*"We all know how frustrating it can be to work with those with memory loss. Our family is grateful for the way the staff treats each resident with compassion and dignity no matter how difficult a resident becomes."*

*We are grateful to have Someren Glen as a wonderful option for those of us who cannot adequately care for a loved one on our own.*

*Thank you for loving our parents like we do."*

— The daughter of a Someren Glen Evergreen Neighborhood resident



## TRANSFORMATIONAL FUND DEVELOPMENT

Christian Living Communities is able to live out its mission thanks to the generous support of donors. Your gifts make a wonderful difference for the older adults we serve and the associates who daily provide compassionate care and services.



**Total Donations  
Received in 2018**  
**\$830,873**



**Total Donations  
Applied in 2018**  
**\$405,652**

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

**\$3,170,801\***

*\*Includes \$811,303 in donor-restricted, permanently endowed funds.*



### Examples of what your generosity in 2018 helped provide:



**\$230,000**  
for qualifying residents in need



**11 team members** with  
tuition assistance totaling  
**\$22,500**



**\$12,600** in General Mission  
funding for resident technology  
at Dayspring Villa



**10 team members** with  
**\$5,500** in funding for housing  
and transportation critical needs



**\$14,000** in General Mission funding for the  
Suites at Someren Glen **Community Life Hub**

We saw a wonderful increase in the number of legacy gifts in 2018, bringing more impactful and stable funding towards our mission. Legacy gifts, also known as planned gifts, include bequests in wills and trusts, insurance beneficiaries and charitable gift annuities. Clermont Park was the recipient of an \$80,000 gift from the bequest of a former resident. That gift funded, among other community enhancements, a Culinary ElderGrow indoor garden, making Clermont Park the first community in Colorado to have this new herb garden.

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

## COMMUNITY BENEFITS

As an organization, Christian Living Communities extends its mission of enriching the lives of others by giving back to the greater community through supporting worthwhile organizations and helping individuals.

From residents faithfully cutting coupons for military families and knitting hats for Denver area shelters to those tirelessly supporting the Alzheimer's Association, serving others is woven into our culture. Christian Living Communities remains committed to setting an example in generously giving back to those in need.



**\$3,981,089** cash equivalent in benefit to the greater community in the form of volunteerism, donations, subsidized care and services...



...which is **6.3%** of operation revenue and **6.4%** of operating expenses



*Walk for Alzheimer's participants (top) and Clermont Park knitting club member.*

**Charity care alone:**

**\$1,747,191**

HUD, Medicaid and individual support

**Volunteer hours given:**

**40,053**

Thank you for your partnership in 2018. Please consider supporting our mission in 2019 by visiting our donations page to learn about your many options.

**ChristianLivingCommunities.org/opportunities-to-support**