

Fall 2021

HOMEFRONT



National Church Residences

HOMEFRONT

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FEATURE STORY



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CELEBRATING 60 YEARS OF ADVANCING BETTER LIVING FOR ALL SENIORS

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OUR MISSION

Originating from a Christian commitment of service, our mission is to provide high quality care, services and residential communities for all seniors.

OUR VISION

To advance better living for all seniors, enabling them to remain home for life. This vision is supported by our core values of Mission, Compassion, Professionalism and Leadership.

TELL YOUR STORY!

Has National Church Residences had an impact on someone you know or the company you work for? We would like to know and share that story! Contact Todd Hutchins at 614-381-9853 or THutchins@nationalchurchresidences.org.

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Mark Ricketts, president & CEO, at Inniswood Village, Westerville, Ohio.

AN ENDURING SPIRIT OF SERVICE

One of the most inspiring stories to me is that of our organization's founding: many years ago, as the pastor of the Boulevard Presbyterian Church, the Rev. John R. Glenn often said that he had climbed the stairs of many lost and forgotten older adults and, if the church was going to be the church, it needed to serve not just those with means, but also those less fortunate. As the story goes, he felt a calling to purchase 323 vacant homes in Waverly, Ohio, with the vision to transform them into a senior housing community. He worked tirelessly to organize four churches to form an organization, which quickly faced its first big challenge: bidding on the homes required a deposit of \$50,000 — a substantial sum in that time. Rev. Glenn was able to raise \$25,000 from church members, and in a remarkable action of faith and commitment, he went on to mortgage his own home to borrow the remaining \$25,000. With his fearless commitment, servant heart, and bold vision, Bristol Village became a reality that still stands today and the seeds of our organization were sown.

“It has been the enduring spirit of service of many, from the boardroom to the front lines, that has brought us this far and will take us into the future.”

At that time, Rev. Glenn had no way of knowing that those seeds would take root and spread in the fertile soil of a great need being felt across the country for decent and affordable housing options for the elderly. In the years that followed that initial act of faith and service, that fledgling

organization grew in leaps and bounds, spreading the reach of the mission into communities across the country. Eventually, we sought out new ways in which to serve our seniors across the continuum of care, and our Senior Services and Senior Living service lines were born. While it just took one act of exemplary servant leadership to inspire our beginning, it has been the enduring spirit of service of many, from the boardroom to the front lines, that has brought us this far and will take us into the future.

As we have developed our bold vision for the future of National Church Residences, we are also confronting great challenges: just as Rev. Glenn faced a \$25,000 funding shortfall in 1961, today we grapple with a shortage of *people*. The entire senior living industry is in the grips of a workforce shortage that, exasperated by pandemic fatigue, threatens the ability to effectively care for the nation's burgeoning senior population. But just like the selfless act of service that started our organization, we know that a strong culture of servant leadership — putting people at the heart of who we are, what we do, and why we do it — is the key to prevailing against these great odds, and to attracting and retaining the workforce that we need to sustain and grow our mission reach. That's why I am more committed than ever to carry forth and strengthen the legacy of love, value, and respect for each person that serves in our mission and that we serve. Thank you for all that you do to bring this mission to life!

Sincerely,

Mark Ricketts, President & CEO
National Church Residences

60TH ANNIVERSARY

BRISTOL VILLAGE'S UNIQUE CHARACTER ENDURES AND THRIVES

In 1961, when Rev. John R. Glenn saw the uninhabited development that was Bristol Homes and envisioned a new senior retirement community, even he probably couldn't have imagined the vibrant, lively Bristol Village of today.

If you ask Bristol Village residents what makes their community unique, they often point to the many resident-led activities. Driven by individuals who take joy in sharing their hobbies, skills and talents, the resulting groups create experiences that enrich life for everyone in the community.

Spotlighting four resident-led activities — just a sample of the 50-plus such initiatives — offers a glimpse into life in “the Village” in recognition of its milestone 60th anniversary.

Hummingbird Garden

A haven for hummingbirds and residents, this garden was created and is maintained by volunteers, with recent improvements like the underground watering system made possible by donations. The garden features blooms that attract the tiny birds, including numerous native plants. “That was a dream of our founder, John Glenn,” shared Norma Dupire (pictured above), leader of the Hummingbird Garden volunteers, “that we’d have a formal garden that would be a place for weddings. We’ve changed this from a weedy eyesore into a little gem of a formal garden that hummingbirds visit.”



Museum Cottage

When Bristol Village updated homes in the 2000s, one in particular stood out as largely unchanged since it was first occupied. Realizing the value of this “time capsule,” leaders and residents like Fran Kigans left it untouched, restored 1960s décor and dedicated this Museum Cottage to preserve the community’s history. Documents, photos and memorabilia also are kept and catalogued by volunteers. Efforts are underway to improve the environment to protect fragile assets and to capture them digitally. “It allows people to learn more and take tremendous pride in the uniqueness of Bristol Village,” said Pat Mikelson (pictured above), a resident and retired archivist who is leading initiatives to make the program even more valuable and accessible.

Scioto Valley Model Railroad Club

Started in 2002, this club operates a museum and a “depot” with model train displays both indoors and out, a ticket booth and soon-to-be-added working telegraph. “Before COVID, we were averaging between 800 and 1,000 visitors a year,” said Gerald Flegal (pictured right), chairman of the club and retired railroad professional. The group even has attracted new residents to the community. “There are nine or 10 people, myself among them, who moved to Bristol Village because of the Scioto Valley Model Railroad Club,” added Flegal.

Sight and Sound Committee

The residents of Bristol Village have their own TV station, run by tech-savvy volunteers who record weekly vespers services plus frequent educational and entertainment programs from their studio next to the activities center auditorium. Through a generous gift, “we will soon have four new digital cameras,” said Daryl Fourman (pictured below), a key member of the Sight and Sound Committee, “to upgrade our equipment and to try to get everything digital.” Sight and Sound members record, edit and distribute programming, including via DVDs, closed circuit TV and a dedicated cable channel. The committee’s work helps connect residents to events they enjoy, but might otherwise miss, as well as preserving a unique part of Bristol Village’s history.



2021 VOLUNTEERS OF THE YEAR ANNOUNCED

National Church Residences Foundation has chosen its Volunteers of the Year, honoring three individuals and an organization for their service and dedication to seniors.

Hundreds of registered volunteers contribute in communities across the country — serving senior residential communities, including permanent supportive housing, as well as hospice and adult day centers.

"The pandemic presented so many challenges, especially since we had to close our buildings to outside volunteers," said Michelle Norris, executive vice president of external affairs and strategic partnerships for National Church Residences. "Our dedicated volunteers creatively found ways to reach and support our seniors despite the impact of COVID-19."

VOLUNTEER ORGANIZATION OF THE YEAR



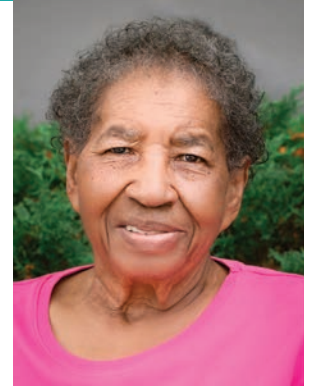
Pictured (back row, L to R): Noelle Juday and Brandy Jemczura.

Seeds of Caring is a Central Ohio non-profit providing families and their children ages two to 12 with meaningful opportunities to engage in service, social action and community building. Prior to the pandemic, Seeds of Caring set up a carnival for adult day participants at the Centers for Senior Health North Center. Seeds of Caring Founder and Executive Director, Brandy Jemczura, reached out to National Church Residences early in the pandemic about engaging with residents by sending notes, cards and drawings. Last fall, the organization launched their Holiday Cheer program, providing holiday greetings to more than 30 of National Church Residences' Ohio communities.

VOLUNTEERS OF THE YEAR

Joretta Thompson has been living and volunteering at Twin Oaks Plaza in Oak Hill, West Virginia, for 18 years, assisting the frailest residents, running bingo, delivering meals, bringing supplies from local food banks, serving in the community's resident association and giving her time wherever she is needed.

In the words of her nominator, Thompson is "the epitome of a generous heart."



Beginning her connection with National Church Residences as a student social work intern in the Benefits Enrollment Center in fall 2020, **Heather Keener** quickly showed her commitment to the organization as a volunteer there and at Poindexter Village in Columbus, Ohio. Keener was recognized for her passion and (in the words of her nominator) "contagious energy."



Serving as a volunteer chaplain at Stafford Village in Worthington, Ohio, since 2017, **Dale Schuler** was recognized as an "Extraordinary Volunteer in an Extraordinary Year" for exemplifying exceptional volunteer efforts during this time of COVID-19. Schuler helped assure that residents had working phones and televisions with cable, kept in touch remotely and prepared a home-cooked chicken dinner for all residents, which he delivered to their doors with flower bouquets.

This was the ninth year the Foundation has recognized the organization's most dedicated volunteers.

If you have a passion for serving and would like to learn more about volunteering with National Church Residences, visit www.NationalChurchResidences.org/volunteer or call 800-388-2151.

10TH ANNUAL

GOLF CLASSIC

On Monday, July 12, 2021, Muirfield Village Golf Club (home of an official PGA Tour event, The Memorial) played host to National Church Residences 10th Annual Golf Classic. Nearly 100 golfers and over 200 dinner guests came out to support the organization's mission by donating more than \$321,000, the most raised in a single year in the history of the event. Proceeds from the Golf Classic will benefit the Chaplaincy program and Centers for Senior Health.



The highlight of the evening program was keynote speaker, Olympic Gold Medalist, **Mary Lou Retton**. Retton's message was one of strength, perseverance and resiliency. She reflected on her time preparing for the 1984 Olympics, how even though she sustained a catastrophic knee injury (which required immediate

surgery) just six weeks before the opening ceremonies, she did not let that derail her dreams. She pushed through when all the odds were against her and brought home the most medals won by any athlete that year. She paralleled her own dedication and strength to National Church Residences' core values and how the organization's dedication to those they serve is an inspiration. That even through a pandemic, the resiliency of staff members never wavered, demonstrating that there is no limit in what they can accomplish. Her message of hope was just what everyone needed to hear after more than a year of pandemic isolation.

Reflecting on the past 10 years of this event, National Church Residences wants to express its gratitude to those who have supported the Golf Classic since its inception. The Golf Classic would not have been possible without the initial endorsement of Jack Ruscilli and the Ruscilli Family.



By sharing their membership at Muirfield Village Golf Club and believing in the mission of National Church Residences, the organization was able to launch an event that would go on to raise just over \$2.5 million over the course of 10 years. Other "Charter" sponsors include: Lument (formerly Red Capital); UnitedHealthcare; Plante Moran; Assured Partners; and Huntington National Bank. This elite group of supporters has contributed just over \$1.1 million to the Golf Classic.

It takes a village to make the Golf Classic such a success. Additional sponsors of the 2021 event include:

- Archer Energy
- Central Ohio Primary Care
- Dinsmore & Shohl
- Hamlin Capital Management
- HW & CO
- Lockton
- Marquette Associates/Baird Foundation
- Morgan Stanley
- National Equity Fund, Inc.
- Ohio Capital Corp. Housing
- Pharmerica
- PNC Bank
- Prelude Services
- Quantum Health
- Squire Patton Boggs
- Sugar Creek Capital
- Tidwell Group

National Church Residences wants to thank all who came out to support this event.

CELEBRATING

60 YEARS

OF ADVANCING BETTER
LIVING FOR ALL
SENIORS

1961

The Rev. John R. Glenn founds Ohio Church Residences and acquires Bristol Homes, a subdivision of 323 vacant houses.

1962

Bristol Village opens.

1964

Bristol Village breaks ground for a new Activities Center.

1967

Ohio Church Residences changes its name to National Church Residences.

1969

National Church Residences signs its first fee-managed contract.

1971

National Church Residences celebrates its 10th anniversary.

1977

The organization constructs its first HUD property, Stygler Village in Gahanna, Ohio.

1978

National Church Residences is allotted more units through the HUD 202 program than any other non-profit organization.

1979

Bristol Court opens as an extension of Bristol Village.

1983

ElderCare comes to Stygler Village with weekly visits from a physician, nurse and patient coordinator.

1985

The 50th property is built.

National Church Residences moves to new corporate offices at North Bank Drive in Upper Arlington, Ohio.

1987

Bristol Village Foundation is established.

1988

The Glenns retire from their executive positions.

Tom Slemmer succeeds Rev. John R. Glenn as president.

1991

The organization's first skilled nursing facility opens in Cuyahoga Falls, Ohio.

1992

The new service coordination program is launched.

1993

National Church Residences renovates its first historic tax-credit property, Renaissance Senior Apartments in Toledo, Ohio.

1996

The first freestanding assisted living community opens in Chillicothe, Ohio.

1999

Renovations begin at the North Bank Drive campus.

2003

The first permanent supportive housing property, The Commons at Grant, opens in Columbus, Ohio.

2006

National Church Residences is first recognized by LeadingAge as the nation's largest not-for-profit provider of affordable senior housing units.

2008

National Church Residences constructs its 300th building.

InCare launches, eventually becoming National Church Residences Home & Community Services.

The organization begins offering adult day services with the acquisition of Heritage Day Health Centers (now National Church Residences Center for Senior Health).

2010

Our founder, the Rev. John R. Glenn, dies.

2011

The Commons at Livingston, the first permanent supportive housing community for formerly homeless and disabled veterans, opens in Columbus, Ohio.

2014

The first Senior Living residential services communities outside Ohio, Water's Edge of Bradenton and Water's Edge of Lake Wales, are acquired.

2014

The 100th Low-Income Housing Tax Credit property was added to our portfolio.

Tom Slemmer retires as president and CEO.

2015

Mark Ricketts becomes National Church Residences' third president and CEO.

2017

Inniswood Village, a new housing community for middle-income seniors, opens in Westerville, Ohio.

2019

Atlanta Regional Office opens.

2020

COVID-19 Task Force is formed, and testing, vaccination and resident support programs roll out.

Anti-Racism Task Force is formed.

Hopeton Terrace in Chillicothe, Ohio, is the first property in the country to complete conversion through HUD's "RAD for PRAC" program.

National Church Residences receives two of the first, and the singularly largest, new construction awards from HUD's revived 202 program with funding awards for Sweetwater Point in Douglasville, Georgia and Salem Village in Columbus, Ohio.

2021

Central Ohio Primary Care SeniorSelect opens in Columbus, Ohio. Offers clinical and non-clinical services to address the needs of seniors.

"Account for yourself. Stay on budget. Keep the buildings full. Do your job, and love your work. We want to be a force for good in a way that's well run, sustainable and able to grow and thrive."

So said Tom Slemmer in 2014 after 38 years with National Church Residences, as he prepared to hand the reins of CEO leadership to Mark Ricketts.

Slemmer's words offer a glimpse of the formula for success applied over 60 years of evolving vision and mission. Many forces — both external trends and internal drivers — have shaped the organization over the decades. In the story of National Church Residences, some key characteristics emerge, including commitment to partnerships, innovation, responsiveness and — most centrally — making life better for seniors.

PARTNERSHIPS

When the Rev. John R. Glenn acquired Bristol Homes in 1961 to create a forward-looking retirement community in Waverly, Ohio, the enduring flagship community of Bristol Village was launched through partnership — like many future National Church Residences communities would be. Bristol Village's founding partners included four Ohio Presbyterian churches, brought together by Glenn's vision and passionate advocacy.

Michelle Norris has special insights about such collaboration, as her title — executive vice president of external affairs and strategic partnerships — reveals.

"Partnerships are at the heart of any successful senior housing community," said Norris. "Whether we are renovating and preserving existing affordable housing, expanding a continuing care campus or launching a new permanent supportive housing community, it takes a team of public and private players. We are proud to work with community leaders, government officials, funders, services partners, architects and contractors to bring these projects to life."

A new type of partnership launched Central Ohio Primary Care (COPC) SeniorSelect, a center for Medicare-eligible seniors in the Northland corridor of Columbus. The result of a collaboration between National Church Residences, Central Ohio Primary Care and agilon health, this state-of-the-art health care center opened in January 2021 to serve the high concentration of vulnerable seniors with chronic conditions who live in the Northland area.

INNOVATION

Meaningful innovation that improves life for seniors is a hallmark of the history of National Church Residences. The 1992 launch of the service coordination program was the spark that led to the organization's current status as the nation's largest manager of service coordinators. During the 2000s, operations expanded to home health, adult day care and permanent supportive housing — all programs designed to enable people to remain safe, healthy and home for life.

Additionally, National Church Residences has a team working on a new online guide to assist older adults through the aging process by providing proactive suggestions and guidance based on an individual's information shared with the program. Currently, the Stella program is in development with an expected launch next year.

"If you talk to our residents, they're really appreciative of the housing that they have or the services we're providing," said David Kayuha, retired senior vice president of corporate relations, who was instrumental in the growth of the permanent supportive housing model at National Church Residences. "And they would tell you that they value the ability to stay in their own home. They often say 'You know, I'd never thought I'd live in a place this nice at this point in my life.'"

RESPONSIVENESS

Applying decades of knowledge and passionate concern for the well-being of seniors, National Church Residences has long provided responsive and practical solutions — from a toll-free housing hotline for seniors displaced by Hurricane Katrina in 2005, to an on-going expanded presence in Georgia and Texas where growing senior populations need quality affordable housing, to creation of a COVID-19 Task Force in 2020 that rapidly launched coordinated testing, vaccination and supportive programs to provide necessities and combat isolation.

"Because of the size of our organization and its footprint, we know we are completely unique," said National Church Residences' President and CEO, Mark Ricketts. "We are uniquely positioned to address the changing, emerging or evolving needs of seniors across the country."

STRATEGIC PLANNING MILESTONES

FIVE-YEAR STRATEGIC PLAN MILESTONES

FY2017

- Launched five-year strategic plan
- Reduced affordable family housing and remote affordable senior housing footprint
- Right-sized Senior Living operations

FY2018

- Opened doors in Senior Living for middle-income seniors (Inniswood Village, Westerville, Ohio)
- Focused on growing home and community services with 8,000 unduplicated lives served
- Expanded vision to champion seniors across the country

FY2019

- Developed a robust awareness and training program for HIPAA privacy and security policies
- Piloted national leadership development program
- Built an innovation team focused on new senior-friendly technologies and technology partnerships

FY2020

- Expanded our Chaplaincy program, serving over 5,000 residents across our national footprint
- Established first locally-led regional office in Atlanta, Georgia

FY2021

- Established Office of Employee Engagement to advance diversity, inclusion and leadership development
- Launched COPC SeniorSelect, an innovative partnership with Central Ohio Primary Care to bring superior, well-coordinated and comprehensive care to lower- and middle-income seniors in the Northland corridor of Columbus, Ohio
- Embraced technology solutions focused on delivery of senior services, including on-line senior coaching, a telehealth app, virtual service coordination and more.

AND OUR PREFERRED FUTURE STATE

PREFERRED FUTURE STATE GOALS AND VISION

By 2030, National Church Residences will scale its mission impact and be known as a leader in advancing better living for 100,000 seniors, wherever they call home.

To do this, the organization will be:

- Acquiring or building 2,000 new affordable housing units annually, double the current pace
- Serving as a consolidating force in home health services in Central and Southern Ohio, including care coordination and benefits navigation
- In the top 25% of all senior living and services providers in customer satisfaction and employee engagement
- Comprised of a diversified workforce and senior leadership that are representative of the community of workers around the organization and served by a procurement network of minority- and women-owned businesses

National Church Residences will scale mission impact to be more:



PEOPLE-CENTERED



PARTNER-FOCUSED



PERFORMANCE-DRIVEN

The Preferred Future State will be achieved through a set of three, three-year plans, moving from 2021 to 2030. Stay tuned for more details about these plans — and about how National Church Residences will leverage our unique size, footprint and resources to lead the nation in serving seniors.

Partnerships Are Key to Mitigating COVID-19 Spread in Our Communities

From the beginning of the pandemic, organizations were searching for solutions to battle the dangerous COVID-19 virus that has killed more than 4.8 million people around the globe.



In the early days of the pandemic, scientists and pharmaceutical companies shared data and other pertinent information in the race to find a vaccine, while organizations on the front lines of the pandemic devised plans to slow the spread of the virus among their workforce and the people they served.

However, before the pandemic took the country by storm in early 2020, National Church Residences began preparing by calling upon companies that could provide assistance to staff members and seniors by supplying much-needed goods and services to more than 2,000 employees and 20,000 residents living within 340 housing communities. The organization formulated plans with current industry partners, as well as forging new relationships in order to stay ahead of the demand for personal protective equipment, cleaning supplies, hand sanitizer and services to thoroughly clean buildings after positive cases had been confirmed.

National Church Residences also worked with providers to schedule vaccine clinics across the country. After the vaccines were approved, CVS/Omnicare scheduled 980 clinics and vaccinated nearly 23,000 residents and staff members in about two months.

Some partnerships were in place before the pandemic shut down our nation, but grew stronger during this time, while others were newly formed out of necessity. Medline, a new partner, is a Chicago-based medical supply company, serving hospitals, urgent care clinics, doctor's offices and other health care organizations.

"We started providing needed PPE products in late 2020, but only filling in holes where product was not able to be obtained from the former medical supplier," said Dan Hoaglin, manager of the sales division for Medline.

Building a new partnership during a pandemic was not ideal, but Hoaglin noted that National Church Residences' staff made the transition much easier.

"They were open to changes at all levels of the organization and when obstacles would arise, there were solutions put in place immediately and executed," said Hoaglin.

Medline focused on minimizing National Church Residences' spending by communicating with the corporate team and local communities on inventory levels to ensure there were no excess purchases made of items in stock at the corporate office.

"They were willing to engage and prioritize our organization during a time when everyone was lobbying to push their supply needs to the top of Medline's list," said Jacob Swint, vice president of strategic growth and operations support for National Church Residences.

Medline even came through in a pinch on a Friday afternoon when one of the senior communities realized they had insufficient medical supplies to last the weekend. A Medline representative quickly jumped into action, making several phone calls to gather surplus supplies from other senior communities in the area. The delivery was made Saturday morning, ensuring the community had what it needed to safely operate until a new shipment of medical supplies arrived.

PharMerica, a partner for about 17 years, provides medications directly to senior communities with health care services. Don Harrington, pharmacist for PharMerica said, "During the pandemic it was easy to work with National Church Residences since we were familiar with their operations, and we communicated so well."

After the vaccines were approved, PharMerica — in partnership with Walgreens — set up clinics at dozens of senior communities and continued to offer clinics for staff and residents after the initial launch.

"One of my first in-person facility visits was going to Harmony Trace (Hilliard, Ohio) in early January to get my first vaccine dose," said Harrington. "I hadn't seen anyone there since March 2020, so there were a lot of 6-feet-apart air hugs."

25TH ANNUAL

MISSION DAY CELEBRATION

In 1996, Michelle Norris, now executive vice president of external affairs and strategic partnerships, had the desire to raise money to purchase a piano for one of National Church Residences' assisted living properties located in Hilliard, Ohio. With Michelle's passion for running and her commitment to participate in the Columbus Marathon, central office staff made pledges on her behalf to the Rev. John R. Glenn Fund. Michelle finished the race, the piano was purchased and a fundraising event was born — Mission Day.

This year marks the 25th anniversary of this event. Over the past 25 years, Mission Day has evolved into an organization-wide day of philanthropy and awareness combining community involvement with local fundraising efforts. National Church Residences communities across the entire country have hosted Mission Day events and activities to inspire and engage grassroots altruism.

Over the past several years, concerted regional efforts in Atlanta, Central Ohio and Michigan have drawn large crowds consisting of community leaders, local sponsors, family members and friends.

To date, more than \$500,000 has been raised to support programs and activities at 144 communities.

The pandemic caused the organization to take a step back from normal Mission Day activities and pivot its efforts. In 2020, it provided a Mission Week of on-demand, behavioral health programming to benefit all employees, especially those front-line heroes who went above and beyond to serve residents during these uncertain times.

This year, Mission Day 2021 will be an organization-wide, virtual event. All staff will be invited to attend. The organization will use this time to reflect on its humble beginnings, applaud recent results and look toward the future.

If you are interested in learning how you can support your local National Church Residences community Mission Day efforts, please contact Kendra Rayl, Senior Director of Donor Relations and Grants Management at krayl@nationalchurchresidences.org.



Who will be our lucky winner? Central Office receptionists Coleen Harrison and Tammy Goldstone and Director of Housing Michelle Norris put tickets in the fish bowl for the Free Personal Day drawing.



ADVOCACY AS AN AGENT OF CHANGE:

DIGITAL EQUITY



Public policy team (L to R): Executive Vice President of External Affairs and Strategic Partnerships, Michelle Norris and Vice President of Public Policy & Corporate Communications, Megan Kelley.

Approximately 10 years ago, the leadership of National Church Residences formally created the Public Policy and Government Relations function of the organization. This effort stemmed from an understanding that it is not enough to simply be an excellent provider of housing and services; rather, in order to be truly impactful, we must also advance sound public policies that protect and benefit those we serve. In the decade since that visionary decision, our dedicated advocacy efforts have played a critical role in securing and protecting the public resources needed to operate and grow National Church Residences' core service lines of affordable housing, senior living and senior services.



Now, the organization begins a new strategic chapter with a bold vision for the future that aspires to achieve not only significant growth, but ambitious advances in equity for those we serve, those we employ and those with whom we partner. In recent years, acts of racism, climate change and a global pandemic have laid bare the systemic inequities that disproportionately impact our most vulnerable, many of whom live under our own roofs. National Church Residences' role as an advocate in broader policy spheres will be a central and necessary component of fulfilling this commitment to impact lasting change.

To this end, National Church Residences has committed to doing its part to close the digital divide by advancing equity in access to affordable internet service regardless of

income or geography. "Digital Equity" is a condition in which all individuals have the technology access and capacity needed for full participation in our society, democracy and economy.¹ At our organization's founding in 1961, computer and cell phone technologies were just in their infancies. Now, 60 years later, most of life can be conducted online – and digital equity is necessary for civic and cultural participation, personal connection, employment, lifelong learning and access to essential services. COVID-19 only accelerated our dependence on digital connection as a gateway to the world and further deepened the divide between the "haves" and the "have nots." This has changed not only how we operate, but also how we serve some of our most vulnerable.

While pandemic isolation has highlighted this need in stark contrast, prompting an influx of public and private resources, additional advocacy is needed to ensure that those that most need digital connection receive it expeditiously and that solutions are tailored to the unique needs of the senior consumer. To this end, National Church Residences will continue to serve as a leading national voice promoting not only affordable internet access, but computing equipment and digital literacy programs for all of our most vulnerable seniors. It is our bold vision that at the conclusion of this next strategic chapter of our organization, digital connection will have gone from a privilege to a right and be as common as any other basic utility.



As our public policy & government relations team continues to fight for the public resources needed to advance the mission and further our strategic goals, **please contact our office at (614) 273-3763** if you are interested in engaging in our advocacy efforts.

¹ <https://www.digitalinclusion.org/definitions>

National Church Residences Expands Affordable Housing Footprint in Texas and Georgia with Acquisitions

National Church Residences is expanding its affordable housing footprint in the southern region of the United States with the acquisitions of eight affordable senior housing communities owned by the Salvation Army in Texas and four affordable senior housing communities owned by Christian City in Georgia.

"We're incredibly proud of the success and growth we've been able to achieve throughout the southern region since 2019 when we first acquired Princeton Court in College Park, Georgia and along the Texas panhandle with the acquisition of Trinity Place Apartments located in Round Rock, Texas, Brandywine Apartments in Richardson, Texas and Mid-Tule Apartments in Tulia, Texas," said Daniel Patrick, director of senior housing acquisitions. "Our simultaneous closings on purchases and on 9% Low Income Housing Tax Credits from the Texas Department of Housing and Community Affairs, and 4% Low Income Housing Tax Credits from the Georgia Department of Community Affairs allow us to preserve affordable senior housing and serve both the short- and long-term needs of our residents and the entire community."

The Salvation Army's existing portfolio includes eight affordable senior housing communities which consist of five U.S. Department of Housing and Urban Development (HUD) Project Rental Assistance Contracts (PRAC), and three HUD Section 202s totaling 685 units. The communities which will be acquired by National Church Residences are: William Booth Tyler, Catherine Booth Tyler, Catherine Booth Waco, William Booth Waco, William Booth San Antonio, Catherine Booth San Antonio, William Booth Houston and Evangeline Booth Pasadena. All will receive name and branding changes upon acquisition.

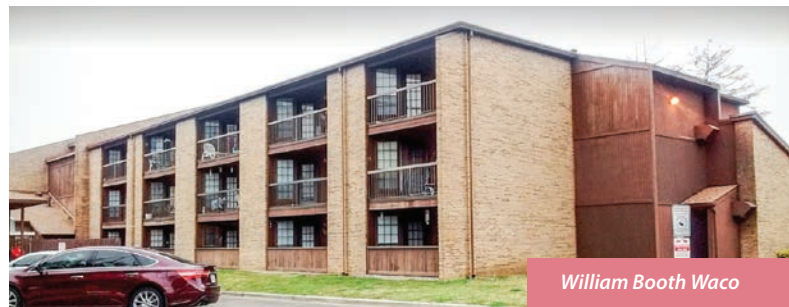
Originating from nearly a quarter century relationship, National Church Residences is finalizing the purchase of four affordable housing communities totaling 291 units located on the campus of Christian City in Union City, Georgia, which include: John Sparks Manor, Gene Miller Manor, Larry Moore Manor and Garden Terrace. What started out with National Church Residences acquiring an affordable senior housing community in Englewood, Florida, has turned into a blossoming relationship which includes National Church Residences providing service coordination management at four Christian City communities.



Pictured (L-R): National Church Residences' Atlanta Team: Regional Portfolio Leader, Amil Marchena; Senior Director of Regional Philanthropy & External Affairs, Sojourner Marable Grimmert; Senior Project Leader, Maureen Freehill; Senior Project Leader, Marissa Phipps; and former Senior Director of Housing Development, Dennis Richards.



William Booth Houston



William Booth Waco

When the acquisitions close, National Church Residences will own, operate and manage 40 senior affordable housing communities in Texas, totaling 2,656 apartments, and 15 affordable senior housing communities in Georgia, totaling 1,999 apartments. Currently, National Church Residences is the second largest owner of senior housing within the 29-county, Atlanta metro area, second only to the Atlanta Housing Authority.

NEW CONSTRUCTION



Bretton Woods

Columbus, Ohio, 62 apartments

Opening fall of 2022

The three-story, senior community will provide one-bedroom units at a variety of affordability levels. Located in the Northland neighborhood, the community will feature on-site service coordination, free transportation, an outdoor walking path, outdoor patio area, fitness room and community room.



Brookwood Point

Columbus, Ohio, 108 apartments

Opening spring of 2023

The community will feature a mix of one- and two-bedroom apartments, as well as one- and two-bedroom cottages, located off Livingston Avenue, southeast of downtown Columbus. It also will provide a host of amenities to seniors, including indoor and outdoor dining areas, a fitness area, a library and community spaces to be utilized in a variety of ways.



First Community Village: The Fairfax

Upper Arlington, Ohio, 70 apartments

Opened August 2021

The four-story Fairfax offers seniors a smart gym, juice bar, spa and many more amenities — all designed to help residents remain healthy and live independently. While the apartments are designed for dual occupancy, the organization anticipates housing an estimated 130 new residents.



Gates Junction

Columbus, Ohio, 60 apartments

Opening fall of 2022

This community will provide a combination of one- and two-bedroom units in the Franklinton neighborhood, just west of downtown Columbus. Amenities will include bike racks, a community room, a fitness center and in-unit laundry.



Northland Gate

Columbus, Ohio, 94 apartments

Opening winter of 2022

The three-story community for seniors will be comprised of one- and two-bedroom apartments in an 85,000 square foot building on a four-acre site in the Northland neighborhood. Amenities will include free campus Wi-Fi, a fitness center, a community room with a kitchen, an outdoor walking path with a garden and an on-site laundry.



Salem Village

Columbus, Ohio, 76 apartments

Opening winter of 2022

This four-story senior community will provide one-bedroom units in an elevator-served building in the Northland neighborhood. The community will feature on-site service coordination, a community room, fitness room and free campus-wide Wi-Fi.



Stafford Village: The Hartford

Worthington, Ohio, 85 apartments

Opening fall of 2022

This redeveloped community will replace the 50-year-old, one-story apartments with a mix of one- and two-story apartment homes. The Hartford will vary in height at two and three stories tall, with architecture matching nearby neighborhoods. This senior community is within walking distance of the area's historic shopping and dining district.



True Light Haven

Atlanta, Georgia, 124 apartments

Opened August 2021

This new 124-unit, independent living apartment community offers seniors age 55 and older, a fitness room, a business center, in-unit washer and dryer hook-ups, a generous community room with a kitchenette, multi-purpose rooms, shuttle service, free Wi-Fi and free utilities for all residents. With the opening of True Light Haven, National Church Residences has nine communities with 1,381 apartments in the Atlanta metro area.



Walnut Trace

Gahanna, Ohio, 93 apartments

Opened September 2021

The mid-rise building overlooks the picturesque Gahanna Municipal Golf Course. It includes numerous amenities for senior residents to enjoy, such as a bistro, fitness center, club room, community room, arts and crafts room, balconies, library, general store for sundries, covered parking garage and lush landscaping throughout the campus.

ACQUISITIONS



Gene Miller Manor

Union City, Georgia, 76 apartments

Part of a four-property acquisition on the Christian City Campus



John Sparks Manor

Union City, Georgia, 85 apartments

Part of a four-property acquisition on the Christian City Campus



Larry Moore Manor

Union City, Georgia, 110 apartments

Part of a four-property acquisition on the Christian City Campus



McFadden Place

Pembroke, Georgia, 30 apartments



Rose Crest Village (William Booth)

Tyler, Texas, 133 apartments

Part of an eight-property acquisition



Westminster Square

San Antonio, Texas, 107 apartments

PRESERVATIONS



Big Bethel Village

Atlanta, Georgia, 120 apartments
Undergoing \$9.8 million renovation



Brandywine Apts.

Richardson, Texas, 51 apartments
Undergoing \$4.3 million renovation



Bryn Mawr Glen

Ravenna, Ohio, 51 apartments
Undergoing \$2.9 million renovation



Carnegie Towers

Cleveland, Ohio, 171 apartments
Undergoing \$12.7 million renovation



Cedar Oaks Apts.

Holly Hill, Florida, 44 apartments
Undergoing \$2.6 million renovation



Fair Havens Village

Sebring, Florida, 81 apartments
Undergoing \$5.3 million renovation



Hopeton Terrace

Chillicothe, Ohio, 46 apartments
Undergoing \$2.5 million renovation



Midland Commons

Charlotte, North Carolina, 60 apts.
Completed \$2.25 million renovation



Mid-Tule Village

Tulia, Texas, 50 apartments
Completed \$3.5 million renovation



Morning Star Apts.

Wharton, Texas, 40 apartments
Completed \$2.4 million renovation



Palm Harbor Apts.

North Fort Myers, Florida, 82 apts.
Undergoing \$5.4 million renovation



Trinity Place

Round Rock, Texas, 68 apartments
Completed \$3.6 million renovation



WELLSPRING LIVING™

by National Church Residences

Wellspring Living™ by National Church Residences is a wellness influenced lifestyle for Senior Living. Well-being is a journey that does not end as we age, that's why we designed Wellspring Living™ to be a dynamic program that's continuously shaped by our residents' changing needs and passions.

Our Wellspring Living™ program is based on the seven interconnected dimensions of wellness, which is a time-tested, gold standard for holistic health. While the definition of wellness continues to evolve, the International Council of Active Aging (ICAA), defines it as follows:

"Wellness is derived from our ability to understand, accept and act upon our capacity to lead a purpose-filled and engaged life. In doing so, we can embrace our potential (physical, emotional, spiritual, intellectual, social, environmental and vocational) to pursue and optimize life's possibilities. Wellness is more than meeting your basic health needs; instead of just surviving, you are thriving."

At National Church Residences, we want every senior that calls one of our 14 Senior Living communities home, to fully experience personal well-being through Wellspring Living™. **The Wellspring lifestyle inspires meaningful connections and purposeful living, because we believe that how well you live is just as important as how long you live.**

We believed it was important to pursue our own signature branded resident wellness program first and foremost to optimize the health and wellness of residents. A life by design instead of by default is proven to help prevent conditions such as dementia and depression. From emotional and physical to spiritual and social well-being, Wellspring Living™ can help maintain a life full of significance and intention. In addition, we expect improved resident satisfaction and quality of life. We know from thought leaders and industry research that senior living needs a new value proposition as we try to recover from the dark cloud of COVID-19 and prepare for the baby boomers' expectations for retirement living. This next generation demands the environment, amenities, services and programming that will support their active, aging lifestyles.

Because our programming is research based and heart-led, Wellspring Living™ encompasses the critical facets of well-being: hands, body, mind, soul, heart, community and world:

The Wellspring lifestyle inspires meaningful connections and purposeful living, because we believe that how well you live is just as important as how long you live.



HANDS — Engage in hobbies, activities and volunteer opportunities that spark joy and fill you with purpose.



BODY — Care for your body with healthy choices like movement, nourishing foods and stress management.



MIND — Stimulate your mind with creative and intellectual activities that promote lifelong learning.



SOUL — Practice gratitude, compassion and forgiveness for yourself and others while exploring the deeper meaning of life.



HEART — Reflect and connect through shared stories and interests, and find calm through relaxation techniques.



COMMUNITY — Build relationships with others in your day-to-day life to create a sense of connected living.



WORLD — Experience nature, care for the environment, and feel safe and secure in your space.

The program inspires staff members to be lifestyle ambassadors because well-being at National Church Residences nurtures all aspects of resident life. Once fully launched in 2022, this philosophy will be woven into every aspect of the resident experience: programming, culinary, care, physical environment and amenities, social and spiritual services.

Several of our Senior Living communities provide a continuum of care for seniors, from independent living to skilled nursing or memory care services. These communities are entire campuses filled with a variety of living options that help residents age gracefully in the same community without having to relocate.

HURRICANE IDA INSPIRES THE BEST IN

SERVANT LEADERSHIP

The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge ..."

DR. MARTIN LUTHER KING, JR.

While the world watched Hurricane Ida sweep into Louisiana on August 30, 2021, teams of National Church Residences staff, volunteers, family and friends took swift action to protect the senior residents of 10 properties in the path of damage and destruction. Their brave and generous actions before, during and after hurricane landfall demonstrate servant leadership at its best.

Communication and coordination were complicated by power outages and cell towers being down. Without air conditioning, oppressive heat was a danger in and of itself.

Staff members, service coordinators and volunteers continuously checked on residents, providing water, non-perishable food, support and encouragement.

"God put people in my path to help and I can never thank them enough," said Patricia Crain, regional manager. "I saw employees that embody our mission to serve. Their job is more than a paycheck, they truly love our residents and their hard work and dedication changed the stars for a lot of suffering people."

"Our team is more than amazing — they are super human!" added Todd Puhl, regional vice president for National Church Residences. "They have battled heat, water, frail residents, waning patience, insurance questions and on and on. But through it all, they have held a 110% focus on the comfort and safety of our residents."

As of this writing, all residents and staff are safe. About 80 residents from Westminster Tower were moved to a temporary emergency shelter in Alexandria, Louisiana, operated by

These northern Louisiana properties fared better, with few emergencies by comparison:

PECAN VILLA—Ruston, LA
SOUTHWOOD GARDENS—Shreveport, LA
SOUTHWOOD SQUARE—Shreveport, LA

These properties were most heavily impacted in southern Louisiana:

WESTMINSTER ALBANY—Albany, LA
WESTMINSTER GARDENS—Hammond, LA
WESTMINSTER HOMES—Jennings, LA
WESTMINSTER PLACE—Ponchatoula, LA
WESTMINSTER SCOTLANDVILLE—Baton Rouge, LA
WESTMINSTER TOWERS—Kenner, LA
WESTMINSTER WOODS—Bogalusa, LA



Hurricane Ida shelter in Alexandria, Louisiana

the state. Some were transported via school buses by volunteer bus drivers, when conventional transportation could not be found to supplement caravans of cars.

Within days after Hurricane Ida struck the coastline, the focus of the recovery had shifted from evacuation and immediate resident safety, to assessing the damage to buildings, stopping further damage and starting repairs. Some temporary fixes had been put in place, such as roof repairs to stop further water damage. By early September, crews were making permanent repairs to many of the communities.

Fortunately, properties along the northeast coast were largely unaffected by Ida's storm path through that region, with Harboursite and Kinder Tower in New Jersey, experiencing comparatively minor flooding and water damage.

In addition to onsite activity, at the Central Office in Columbus, Ohio, a support team and a local chaplain were mobilized to provide spiritual support and much-needed items to residents and staff members.



We have an online emergency relief fund set up for donations to help our residents to recover. Donations can be made at: www.nationalchurchresidences.org/REF

Donations to the fund are used to provide food, clothing and other daily supplies that seniors may need during recovery efforts.

The operations team is still working to determine how long recovery may take and when all residents can return home. Due to the excessive water infiltration at the sites, it could take several weeks or longer before all facilities are stable and no longer a safety threat for residents.

"I am most impressed with our site and regional leaders putting our residents' safety first, in spite of how they were also personally impacted by Hurricane Ida," noted Sonya Brown, vice president of property management. "Our residents were supported by current staff, former staff and the spouse and family members of our regional leader, Patricia Crain. It was phenomenal to see that level of support and care."

"In addition, when Regional Vice President, Christina Sanchez did a call to action with her Texas team, to head to Louisiana, specifically Westminster Towers I and II, and lend a hand, there was immediate acceptance of this ask from several Texas maintenance techs and site managers," Brown



added. "The maintenance techs that ultimately loaded up a van and drove more than seven hours to Louisiana from various parts of Texas, felt it was their duty to support Louisiana — the way that they were supported when Texas went through their own hurricane matter a couple of years ago. It was a show of solidarity and brotherhood."

Words are inadequate to individually recognize the dedication of team members in Louisiana and across the organization. They have once again responded to profound challenges in caring for and safeguarding a vulnerable senior population that they are proud to serve.

2021 Rise 'N Shine Virtual Fundraiser

Nets More Than \$40,000 for National Church Residences Metro Atlanta Communities and Chaplaincy Program

National Church Residences' 2021 Rise 'N Shine Breakfast to Champion Older Adults fundraising event in Atlanta netted \$41,000 to support affordable senior housing communities and further grow the chaplaincy program in the metro area this year. The chaplaincy program provides spiritual support to all residents, regardless of faith and denomination.

Instead of meeting in-person, attendees joined the online pre-recorded virtual event on National Church Residences' Facebook page and YouTube channel. More than 1,000 viewers have watched the event.

"Our third annual Rise 'N Shine Breakfast to Champion Older Adults looked a lot different this year. During our previous gatherings, we met in-person in a large banquet hall, with round tables, designed to cultivate conversations and propose solutions around timely topics affecting older adults," said Sojourner Marable Grimmett, senior director of regional philanthropy and external affairs at National Church Residences. "But this year, we followed CDC guidelines and instead of canceling our indoor event, we held it virtually due to COVID-19."

This year's speakers included Ginna Baik, business development manager for Lead Alexa Smart Properties at Amazon; United States Congresswoman, Nikema Williams; City of Atlanta Mayor, Keisha Lance Bottoms; and Fulton County Board of Commissioners Vice Chair, Natalie Hall, District 4.

Baik served as the keynote speaker. She discussed the digital divide and the blueprint necessary for both policy, funding, connectivity and technologies to bring about digital inclusion and equity for older adults across the nation. During these unprecedented times, the lack of access to technology from connectivity to devices for older adults has amplified the lack of resources and equity for the most underserved population in this country.

In 2020, Older Adults Technology Services, with the support of the Humana Foundation, commissioned a comprehensive research study around equity and access to technology for older adults. Their research uncovered 22 million older adults who do not have wireline broadband access at home. Their research also revealed "disturbing correlations between digital disengagement and race, disability, health status, educational attainment, immigration, rural residence, and, of course, income."

This year's list of Rise 'N Shine Breakfast to Champion Older Adults sponsors included:

GOLD SPONSORS

- JenCare Senior Medical Center
- Lument

SILVER SPONSORS

- AARP Georgia
- Berkadia
- The Fulton-DeKalb Hospital Authority
- The Home Depot Foundation
- The Honorable Marci Collier Overstreet, City of Atlanta, District 11
- WellCare

BRONZE SPONSORS

- Alliant Health Solutions
- Anthem
- Arnall Golden Gregory
- The Bank of America Charitable Foundation
- City Government of Union City, Georgia
- Christian City
- Georgia ACT
- The Honorable Commissioner Khadijah Abdur-Rahman, Fulton County Board of Commissioners, District 6
- Prestwick Companies
- Simone Healthcare Consultants
- Sugar Creek Capital

Michelle Norris, executive vice president of external affairs and strategic partnerships at National Church Residences, concluded the virtual event by noting, "As Congresswoman Williams points out, the critical dual need of quality affordable housing and health services is not easy to meet. Yet as Mayor Bottoms shared, we all must work together to solve this urgent need in order to bring the best quality of life to Atlanta's seniors."

National Church Residences understands the two-fold problem of bringing affordable Wi-Fi access to the home of every senior and selecting the right devices that are user-friendly for older adults. Connectivity and technology are indeed key to health care access and to better quality of life.



To view this year's Rise 'N Shine Breakfast to Champion Older Adults, please visit National Church Residences' YouTube channel at www.youtube.com/c/NationalChurchResidencesVideos or hold your cell phone camera over this code.



OUR DONORS *make a difference!*

Gifts of any size help support our mission of providing seniors with high-quality care, services and residential communities. Your contribution allows National Church Residences to deliver vital resources to those we serve. For 60 years, we have been blessed with the generosity of individuals just like you.



To learn more about how you can make a difference, please hold your cell phone camera over this code or go to www.nationalchurchresidences.org/donate

Interested in other ways to support our mission? Please email your inquiry to philanthropy@nationalchurchresidences.org.

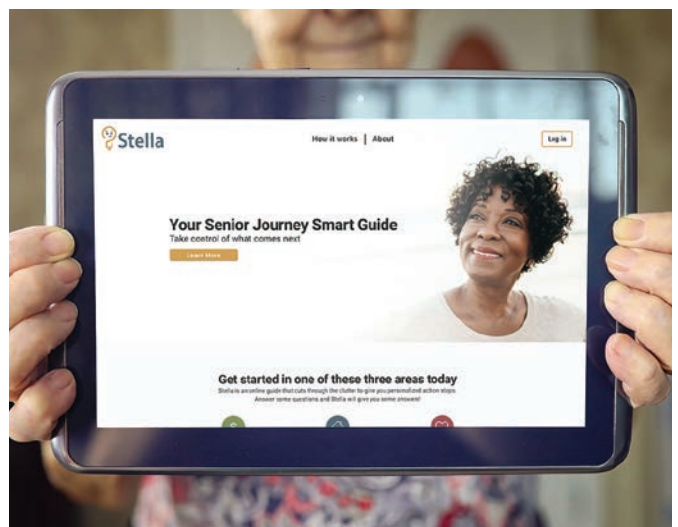
Thank you!

MEET STELLA: ONE-STOP SHOP OF SENIOR OPTIONS

National Church Residences believes that aging should be enjoyed and celebrated, but with so many complex options, too many seniors and family members feel overwhelmed and do not know where to start. In 2019, National Church Residences' senior leadership asked the question: "What if there was a one-stop shop of information for senior living and care options?" From that one question and a desire to help more seniors live their best lives, Stella was born.

Stella is an online "guide" to help older adults and their families navigate aging well. Whether someone is new to the aging journey, jumping in to help out a family member or anticipating a future need — Stella will meet them right where they are to provide real-life answers. Stella saves time by using the information users choose to share to provide education, customized action steps and recommendations so they can take control of the next steps in their journey.

Leveraging the deep expertise of National Church Residences and the experience of serving more than



30,000 seniors a year, Stella's recommendations for the aging journey are based on knowledge that comes from first-hand experience, community partnerships and people who care about helping older adults live their best lives with real options. It does not have to be so complicated.

Stella continues to undergo testing and development with a planned launch in early 2022.



National Church Residences™

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More to come!