



NATIONAL LUTHERAN COMMUNITIES & SERVICES 2020 ANNUAL REPORT



MISSION

National Lutheran Communities & Services (NLCS) honors, inspires and supports choice and opportunity in partnership with older adults.

TABLE OF CONTENTS

2	Year in Review Lawrence R. Bradshaw, President & CEO, National Lutheran Communities & Services
4	A Bright Future Donna Duss, Chair, National Lutheran Communities & Services Board of Trustees
6	The Village at Rockville <i>Explore. Evolve. Thrive.</i>
10	The Village at Orchard Ridge <i>Imagine. Experience. Engage.</i>
14	The Legacy at North Augusta <i>Reimagine. Renew. Relax.</i>
18	The Village at Augsburg <i>Embrace. Connect. Flourish.</i>
22	myPotential at Home
24	Impact1890
26	Donor Story: Good Shepherd Lutheran Church
27	Donor Story: Walking the Path in the Fullness of Joy
28	Donor Story: Support for Today, Stability for Tomorrow
29	Donor Story: A Family Affair
30	Ways to Give
31	Donors
54	Financial Performance and Stewardship
56	Consolidated Financial Statements
59	Members and Officers
60	Contacts and Credits

YEAR IN REVIEW

Every year when I sit down to write my message for National Lutheran Communities & Services' annual report, I reflect upon all the great things we have accomplished in the previous year and all the exciting things on the horizon. I know many can look at 2020 and think, "What was great about that?" We spent the year in an unprecedented situation, covered in masks and living life far from normal. While it was certainly a bigger challenge than most of us have ever faced, I still believe we have many things to be proud of at National Lutheran.

Primarily, I am in awe of the team we have built across this organization. Our frontline team has shown up each day, strapped on their personal protective equipment and provided needed care to residents. With visitation restrictions, each frontline team member also played a companion role for those living in our communities, ensuring them they were not alone and coordinating virtual visits and visits through windows and glass doors to maintain contact with their loved ones.

Our team collaborated in ways we have never had to before, often shipping personal protective equipment between entities and learning from each other's policies and practices in infection control. Others took time away from their day-to-day responsibilities to provide support for mandatory COVID-19 testing and eventually at vaccination clinics. Teams have altered the ways they provide service countless times to comply with the most recent infection control guidelines. Importantly, they all did this with smiles behind their masks and a grateful spirit for all the support they felt from residents and families along the way.

We are now steadily making our way to the other side of the pandemic and a return to some form of normal. We have held vaccine clinics and offered the opportunity for every team member and resident to be vaccinated. All our spirits lifted when we were finally able to allow families in our communities again. We have been able to resume in-person ConnectedLiving programming, communal dining and other amenities. We can all see a bright future upon the horizon.

Excitingly, in January 2021, we opened the Glenmere independent living apartment home expansion at The Village at Rockville. The Legacy at North Augusta was able to unveil their Memory Care Neighborhood expansion during a virtual showcase in April. The Village at Augsburg has started a construction project that will revitalize the café and entry area in the independent living neighborhood. At The Village at Orchard Ridge, the team is already planning for the 2021 Stellar 7 Over 70 Awards to be held in fall 2021. myPotential at Home is focusing on building home care services, offering older adults the opportunity to age with choice in the comfort of their home. The team at The Village at Providence Point continues to develop a robust list of depositors, ready to move into the community which is projected to open in 2024 (pending final approval by the Maryland Department of Aging and the City of Annapolis). In 2020, Impact1890 awarded 20 grants to assist organizations serving older adults, as well as three rapid response grants to congregations providing services to older adults during the pandemic.

In early 2021, the Chair of the Board of Trustees, Donna Duss, announced my decision to retire by the end of 2021. This year will be full of bittersweet moments for me. I am excited that I will be able to spend my time with Billie, our children and grandchildren, but at the same time, I am saddened to leave a place I have loved for the last 12 years. What I am very excited about are those opportunities and celebrations that lie ahead for National Lutheran. The team members who serve the residents and each other through National Lutheran are tremendous through their dedication and focus on service. Over these last 12 years, I have come to admire each one of our team members and the work that they do every day. Our success as an organization is because of their diligence and support, and I know that they will continue to shine after my departure. I am confident that National Lutheran is in good hands moving forward.

I am grateful and thankful to each resident, their families, team members, donors and friends for your support over the past 12 years. I would also like to thank our Boards of Trustees for providing me this opportunity to finish my career with such a wonderful organization and a tremendous team. I wish each of you all the best and am proud of all we accomplished together. It has been an honor to serve National Lutheran Communities & Services. May God bless you all.



**LAWRENCE R. BRADSHAW, PRESIDENT & CEO
NATIONAL LUTHERAN COMMUNITIES & SERVICES**

A BRIGHT FUTURE

When I accepted the role as chair of the National Lutheran Communities & Services Board of Trustees, I could not have anticipated the unique challenges and opportunities that would arise in 2020. Who of us could have imagined the day-to-day realities of living through the COVID-19 pandemic? As a registered nurse with a specialty in gerontology, most of my career has focused on post-acute care. 2020 was marked by uncertainty amidst constantly changing state and federal regulatory guidance as scientists and health professionals learned more about the virus. “Flexible” and “nimble” informed our governance activities and daily operations at every level within the organization.

I was invited onto the NLCS board in 2014. Prior to joining the board, through my work as a consultant in senior services, I knew NLCS as an outstanding organization. 2020 proved that we have an exceptional team. Frontline team members have been consummate professionals, finding new and creative ways to address the health and well-being of our residents even when communities were closed for in-person visits. Leaders throughout the organization collaborated to ensure everyone had resources needed from personal protective equipment to sharing frontline team members across communities. It has been remarkable to see the ways in which NLCS has navigated the pandemic.

We acknowledge that it will take the country as well as NLCS some time to recover from the pandemic. Since its founding in 1890, while the language of our mission statement has been refined and our name has undergone several changes, the goal of “National Lutheran” has always been “to honor, inspire and support choice and opportunity in partnership with older adults.” The NLCS Board affirms that a culture of fiscal responsibility and short- and long-range strategic planning remains at the core of operations. Our commitment to philanthropy and a values-based, operational strategic plan remains a top priority.

In August 2021, NLCS will undergo another significant change with the retirement of our esteemed and beloved President and Chief Executive Officer Larry Bradshaw. Larry’s boundless creativity, his commitment to the highest quality of care and service for residents across the continuum in each and all of our communities, his dedication to fostering a positive workplace culture for team members, and his demonstrated faith in a ministry of stewardship and service have sustained and enhanced NLCS’ outstanding reputation throughout his tenure.

Change offers opportunity. Larry has built a strong, skilled, and diverse leadership team. Effective August 1, 2021, Cyndi Walters, NLCS’ current chief operating officer, will assume the role of President and Chief Executive Officer. Through a robust search process, the NLCS Board was delighted to identify Cyndi as the ideal candidate to lead us into our bright future.

With more than 30 years of service in the senior living field, Cyndi will build upon the visionary and quality-focused leadership NLCS has enjoyed under Larry’s guidance. She has proven experience in strategically growing and diversifying organizations. Throughout her tenure as COO, Cyndi demonstrated passion for the mission of NLCS while forging partnerships and creating programs that provide choice and opportunity for residents. Cyndi has also demonstrated her commitment to enhancing our “We CARE” culture for team members.

As I reflect on 2020, I am grateful for all who make the NLCS mission a lived reality: leadership, team members, residents, residents’ families, donors, volunteers, church and community partners, board colleagues and a myriad of other valued stakeholders. It is my honor to serve as the NLCS board chair. I look forward to God’s blessing on our beloved communities as we continue to partner in living our mission.

DONNA J. DUSS, RN MSN, BOARD CHAIR
NATIONAL LUTHERAN COMMUNITIES & SERVICES
BOARD OF TRUSTEES



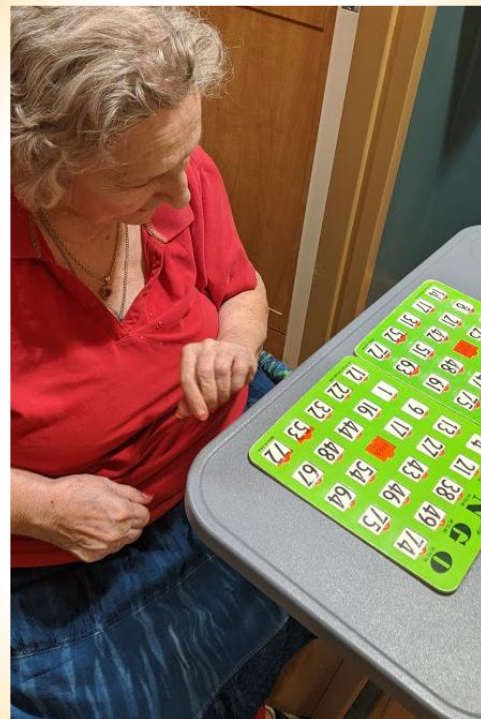


A National Lutheran Community

Explore. Evolve. Thrive.

Despite the challenges of 2020, The Village at Rockville ushered in a new era with the opening of Glenmere in January. Glenmere brings three new restaurants and features the Engage Center, offering an indoor aquatics center, two rooms for fitness classes, an enrichment room for continued learning and an a creative arts studio.

Through the height of the pandemic, team members worked to ensure residents were able to safely enjoy life as normal as possible. Favorite activities during the pandemic included hallway bingo, drive thru events and enjoying the musical talents of team members.





Imagine. Experience. Engage.

At The Village at Orchard Ridge, engagement and connectivity among residents is at the heart of the community. Throughout the pandemic, residents enjoyed as many safe, engaging activities as possible, including reworking Active Aging Week and even enjoying a staycation to the Swiss Alps during Christmastime. At Orchard Woods Health Center, team members brought immense joy to residents with celebrations such as a luau.

Through it all, Orchard Ridge team members and residents showed an incredible dedication to their community and each other, vowing to love their neighbors and slow the spread of the virus. As we make a slow return to normal, residents are thrilled to reengage with one another in person, as well as with the greater community.







Reimagine. Renew. Relax.

When living through a global pandemic, one of the best places to be might be a community known for its generous southern hospitality. Throughout everything, The Legacy at North Augusta continued to exude southern hospitality, allowing residents to live with little worry. In the midst of the pandemic, The Legacy performed so well they received a deficiency-free state survey, which is the highest rating a community can receive.

The Legacy opened their new Memory Care Neighborhood in June 2020. This neighborhood has provided residents a safe and beautiful space, with programs that help them continue to enjoy their lives.



THE LEGACY AT NORTH AUGUSTA





Embrace. Connect. Flourish.

The year was full of change for residents and team members at The Village at Augsburg. The pandemic arrived fresh on the heels of the affiliation with NLCS and amidst leadership changes. Through it all, the team at Augsburg proved they are a strong and connected community. As we introduced glass door visits, the team transformed their visitation area every month. From “Alice in Wonderland” to the holidays, residents and families enjoyed all the little things our team did that made them smile.

Throughout the pandemic, the Augsburg team provided creative ways for residents across the entire community to remain connected, including providing outdoor programs, new creative art activities and even creating a cookbook with favorite recipes from residents and their families.





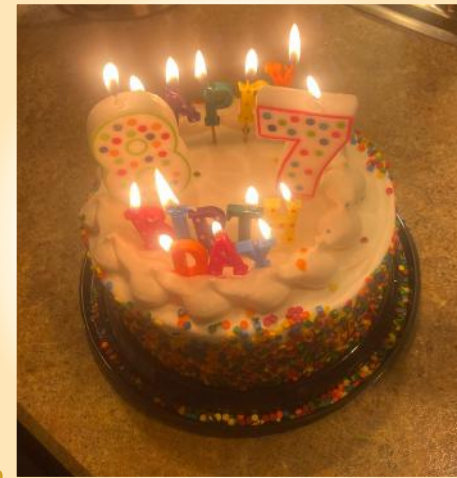


A National Lutheran Service

In 2020, myPotential at Home continued to be a valuable partner to older adults and National Lutheran communities. In a time when local and federal guidelines restricted visitation, myPotential at Home was there to provide an extra helping hand and lots of smiles – some caregivers even added smiles to their masks!

Throughout the pandemic, myPotential at Home continued as much community outreach as possible, including Lauren Gwinn serving on the committee for the Winchester Walk to End Alzheimer's. myPotential at Home also expanded services to The Village at Augsburg. Services provided to independent living residents will help keep residents independent and in their apartments for as long as possible.

As we entered 2021, the team at myPotential at Home played an integral role in vaccination clinics at the communities.





Impact1890 awards grants to organizations supporting older adults aging in their homes without the same resources those who live in senior living communities enjoy. Grants given by Impact1890 must meet at least one area of need identified through a needs assessment. These areas include:

- **Social isolation**
- **Transportation**
- **Navigating and accessing health care and social services**
- **Chronic disease management**
- **Alzheimer's disease, dementia or memory loss**
- **Housing**

In 2020, social isolation became an even bigger challenge for older adults aging in their homes. In response, Impact 1890 awarded three rapid response grants to congregations to assist in providing services to parishioners during the pandemic. The awardees include St. Stephen Lutheran Church in Williamsburg, Virginia, Muhlenberg Lutheran Church in Harrisonburg, Virginia and Trinity Ecumenical Parish in Moneta, Virginia.



In 2020, \$310,497 was awarded to twenty organizations:

ACH Greater Baltimore in Baltimore, Maryland, \$10,000

Art on Wheels in Richmond, Virginia, \$5,000

Blue Ridge Area Food Bank in Verona, Virginia, \$20,000 over two years

Capitol Hill Village in Washington, D.C., \$5,000

Crossroads Community Food Network in Takoma Park, Maryland, \$25,000 over three years

Edlavitch DC Jewish Community Center in Washington, D.C., \$12,000

GraceInside in Richmond, Virginia, \$45,000 over three years

Jewish Family Services of Delaware, Inc. in Wilmington, Delaware, \$7,500

Mid-County Senior Center in Wilmington, Delaware, \$3,000

Montgomery County Coalition for the Homeless in Rockville, Maryland, \$7,500

Neighbor Ride, Inc. in Columbia, Maryland, \$10,000

New River Valley Senior Services in Pulaski, Virginia, \$10,000

Newark Senior Center in Newark, Delaware, \$30,000 over three years

Piedmont Senior Resources in Farmville, Virginia, \$10,000

Rebuilding Together DC Alexandria in Alexandria, Virginia, \$30,000 over three years

Rebuilding Together Arlington/Fairfax/Falls Church in Fairfax, Virginia, \$12,000

Senior Services of Alexandria in Alexandria, Virginia, \$7,500

Senior Services of Southeastern Virginia in Norfolk, Virginia, \$15,158

Virginia Tech Adult Day Services in Blacksburg, Virginia, \$30,839 over two years

Woodley House, Inc. in Washington, D.C., \$15,000



GOOD SHEPHERD LUTHERAN CHURCH

GAITHERSBURG, MARYLAND

Since its beginnings, Good Shepherd Lutheran Church and its members have been generous supporters of The Village at Rockville.

Throughout the years, their members have volunteered, helped with residents' birthday parties, assisted with wheelchair transportation, provided music (including a special recorded concert for residents in November), had designated offerings and made crocheted cherry blossoms for our spring Blessing Tree.

They also make special handmade birthday cards for residents. Their confirmation class as well as individual members have prepared Christmas boxes with handy items for our long-term care residents. Frances Foltz, director of Christian Education Ministries, said "Thank you so much for letting us participate in this fun program." We have been grateful for the loving participation of these children and their leaders. They have brought smiles to The Village at Rockville residents.

Financially, they have given generously in support of Benevolent Care (both endowment and current needs), renovating our Chapel and funding a workshop for clergy.

It seems that all members of Good Shepherd believe in serving. They have adopted the mantra "Go Serve," and they live up to it. They always seem to be on the lookout for new ways to be God's hands in the world.

It will be a blessing to see how they will continue to find creative ways to serve in 2021. We are thankful they show the love of Christ.



A National Lutheran Community



WALKING THE PATH IN THE FULLNESS OF JOY

There are those whose journey is forever changed by a connection between personal crisis and the beacon of hope in that darkness that leads us to greater service. Diedra Kriewald is one of those people. Through faith, she survived an unspeakable tragedy and forged a life committed to faith. In part through an enduring friendship with mentor, Dr. Inzer Byers, history scholar and advocate for women's rights, Diedra lives that faith in the fullness of joy.

A scholar, author and pastor, Diedra's career teaching at Wesley Theological Seminary and her work with colleagues and thought leaders has shaped lives here and abroad. She has lived philanthropy, a "love of humanity." It informs all that she does in The Village at Orchard Ridge community. She is a respected voice among peers in the church and residents.

Diedra approached the Philanthropy team with a vision to create a spiritual labyrinth at Orchard Ridge, inspired by the memory of Dr. Inzer. There is a meditative tradition in almost every major religion. These practices include prayer, meditation, studying scripture, journeying to sacred places, and contemplating nature. Labyrinths were built during the Middle Ages when travel had become dangerous to replicate pilgrimages to the Holy City of Jerusalem. Today, they continue to be places to focus prayer and reflection.



Orchard Ridge's labyrinth will enhance the spiritual practices of residents and offer a way to explore the inward and personal journey of faith through a centuries old practice. The labyrinth offers a quiet place to "walk the circular path of faith," to pray, reflect and be in solitude.

Diedra's generous gift to residents at Orchard Ridge provides a place for thoughtful contemplation. Those who "walk the path" can realize more fully the joy that comes from being in God's presence.



SUPPORT FOR TODAY, STABILITY FOR TOMORROW

It is not every day you see a friendship form during the hardest of times. Mr. Chris Crooker arrived at the Legacy in June of 2020 with his wife Patsy, right in the middle of the pandemic. On October 17, less than five months after moving in, Patsy died. With this great loss, Chris had to find his new normal from that day forward.

Chris talks about the loneliness without his lifelong companion and how difficult it was that he was under quarantine and could only visit with his family through Facetime and window visits. However, there was one thing that got Chris through the toughest of times, that was his newfound friend and resident at The Legacy, Bob Ryder who had also lost his wife Joyce a year prior.

Chris shared that he and Bob have talked on the phone every single day since Patsy's passing. "It was a bit of a lifeline for me," said Chris. "Having someone to talk to who had experienced losing a loved one. We talked about the stock market, school, travel, you name it!"

It was not long that these two also discovered another thing they had in common, philanthropy. Even though they both want to give back, they have different methods of showing support for their community. Bob likes to give gifts that support the mission of organizations today. Chris, has set up giving through his will. Two friends, two giving methods and one goal: to support organizations that they love today and tomorrow.



A FAMILY AFFAIR



When Chris and Judy Piercy decided to live at The Village at Augsburg, picking their apartment was an easy choice: it was the same unit Chris' parents, Edmund and Elizabeth Piercy, occupied. Eight years later, Judy is still proud to call this apartment home.

Judy met Chris when they were 14 years old in Luther League. They were happily married at 22 and together for an incredible 55 years. When Chris unfortunately passed away last year, he asked that donations be made to The Village at Augsburg in lieu of flowers.

The Piercy family has always been annual supporters of the Benevolent Care Fund, because they believe in giving back and understand the need of providing assistance for our residents. Judy and her family are paving the way for future residents to make Augsburg their home for generations to come.



WAYS TO GIVE

NATIONAL LUTHERAN COMMUNITIES & SERVICES

Contact Dee Dee Barbour
bbarbour@nationallutheran.org
p: 240-686-6002

Donate online at www.nationallutheran.org/donate

THE VILLAGE AT ROCKVILLE

Contact Dee Dee Barbour
bbarbour@nationallutheran.org
p: 240-686-6002

Donate online at www.thevillageatrockville.org/donate

THE VILLAGE AT ORCHARD RIDGE

Contact Brad Snowden
bsnowden@thevillageatorchardridge.org
p: 540-431-2827

Donate online at www.thevillageatorchardridge.org/donate

THE LEGACY AT NORTH AUGUSTA

Contact Sherri Heishman
sheishman@thelegacyatnorthaugusta.org
p: 540-213-8903

Donate online at www.thelegacyatnorthaugusta.org/donate

THE VILLAGE AT AUGSBURG

Contact Zachary Heeter
zheeter@thevillageataugsburg.org
p: 443-471-0514

Donate online at www.thevillageataugsburg.org/donate

DONORS: THE VILLAGE AT ROCKVILLE

SUSTAINERS \$25,000+

Delaware-Maryland Synod of the ELCA
Robert and Evelyn Dise Trust
Elizabeth Henriksen, Estate
Phillipy Family Memorial Fund

BENEFACTORS \$10,000-24,999

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Evangelical Lutheran Church in America (ELCA)
John and Zelda Boccina Fund
Frederick and Harriet Rabel Fund
Parrott Family Trust
Nancy Wachter
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Donna Diamante
Vello Ederma
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“Knowing there is a benevolent endowment fund here gives my family and me great peace of mind. I'm very thankful for the people who have gone before and have given generously to this fund, so we residents can have that security of not being asked to leave if we run out of resources.

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Robert* and Alice Anderson
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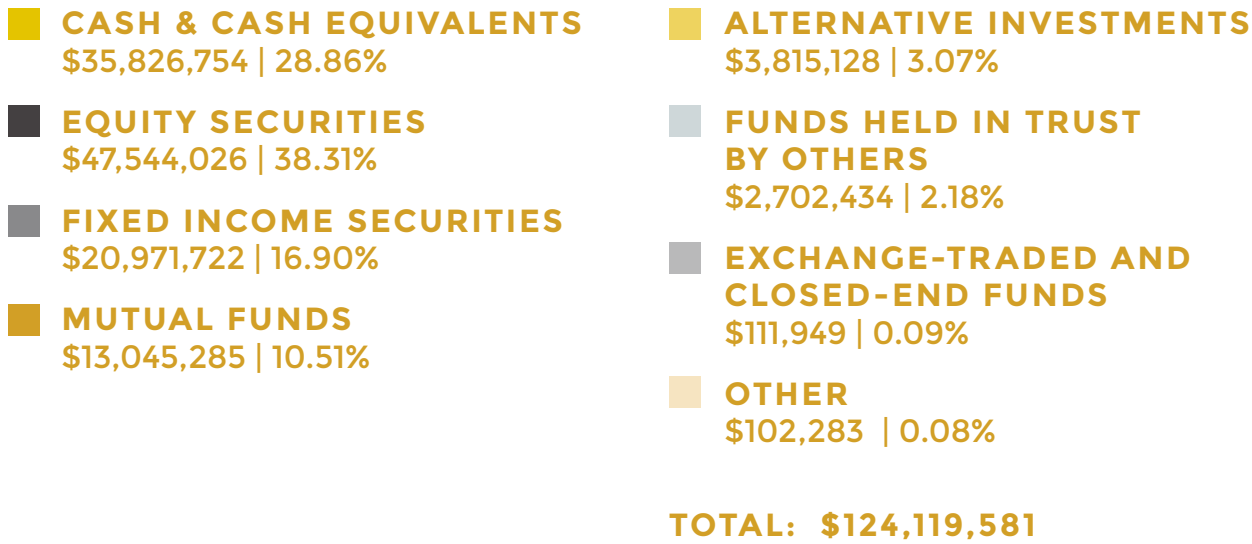
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TOTAL BENEVOLENT CARE



TOTAL INVESTMENTS AND ASSETS WHOSE USE IS LIMITED



- NATIONAL LUTHERAN COMMUNITIES & SERVICES

THE LEGACY AT NORTH AUGUSTA

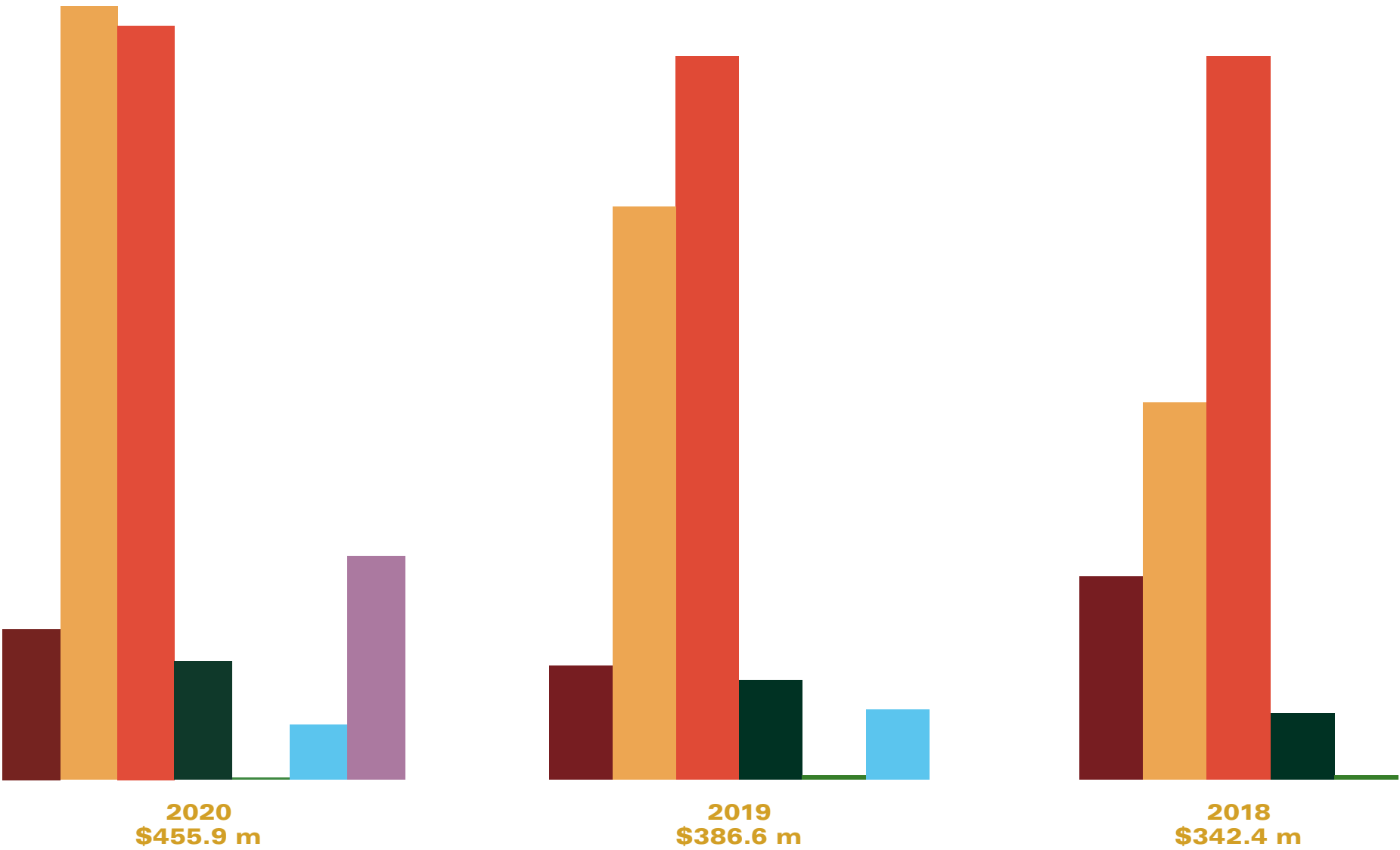
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- THE VILLAGE AT ORCHARD RIDGE

MYPOTENTIAL AT HOME

THE VILLAGE AT PROVIDENCE POINT
- THE VILLAGE AT AUGSBURG

MYPOTENTIAL CARE CENTER

TOTAL ASSETS *in millions*



NATIONAL LUTHERAN COMMUNITIES & SERVICES

CONSOLIDATED BALANCE SHEET

YEARS ENDED
DECEMBER 31, 2020
AND 2019

ASSETS	2020	2019
CURRENT ASSETS		
Cash and cash equivalents	\$4,520,162	\$2,353,837
Assets whose use is limited, restricted cash	237,221	-
Accounts receivable, net	3,257,917	2,977,882
Prepaid expenses and other assets	1,694,772	894,962
Current portion of pledges receivable	105,502	33,380
Current portion of assets whose use is limited	10,254,788	11,017,030
TOTAL CURRENT ASSETS	20,070,362	17,277,091
Assets whose use is limited, net	26,726,105	27,862,478
Investments	84,436,254	69,757,941
Property and equipment, net	319,521,137	269,083,029
Funds held in trust by others	2,702,434	2,019,554
Goodwill	2,000,000	-
Right-of-use assets	438,691	572,865
Pledges receivable, net	44,379	59,751
TOTAL ASSETS	\$455,939,362	\$386,632,709
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable, trade	\$5,799,284	\$2,293,768
Accrued payable, construction	3,076,205	4,703,783
Accrued interest	4,903,583	4,328,245
Accrued expenses	7,178,301	3,932,835
Line of credit	7,530,734	5,944,972
Current portion of long-term debt	3,055,232	1,985,000
Current portion of annuities payable	-	16,671
Refundable advances	490,528	-
TOTAL CURRENT LIABILITIES	32,033,867	23,205,274
Resident deposits	6,200,723	6,836,530
Deferred revenues from entrance fees	38,199,919	38,524,460
Refundable entrance fees	65,391,495	52,528,463
Long-term debt, net	214,771,306	173,250,898
Lease liability	436,143	572,865
Annuities payable, net	70,045	64,730
TOTAL LIABILITIES	357,103,498	294,983,220
NET ASSETS		
Without donor restrictions	92,785,082	86,868,648
With donor restrictions	6,050,782	4,780,841
TOTAL NET ASSETS	98,835,864	91,649,489
TOTAL LIABILITIES AND NET ASSETS	\$455,939,362	\$386,632,709

NATIONAL LUTHERAN COMMUNITIES & SERVICES

CONSOLIDATED STATEMENT OF OPERATIONS

YEARS ENDED
DECEMBER 31, 2020
AND 2019

CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS	2020	2019
REVENUE		
Net resident service revenue, including amortization of entrance fees 2020 \$7,802,511; 2019 \$5,718,274	\$73,839,816	\$58,442,695
Provider Relief Funds	3,072,613	-
Paycheck Protection Program contribution	9,000,500	-
Gain (loss) on sale or disposal of property and equipment	(3,416)	6,000
Net assets released from restrictions, operations	133,360	157,445
TOTAL OPERATING REVENUE	86,042,873	58,606,140
OPERATING EXPENSES		
Salaries and wages	39,910,239	29,591,467
Employee benefits and payroll taxes	9,640,891	6,944,943
Professional fees	5,982,450	4,511,163
Ancillary and medical	5,692,888	4,795,835
Supplies	2,363,378	1,312,349
Food services	2,850,686	2,361,340
Utilities	2,677,924	2,357,051
Depreciation	14,781,395	11,672,055
Interest	8,489,361	7,903,730
Insurance	1,266,782	611,270
Real estate taxes	1,176,229	898,807
Repairs and maintenance	1,764,626	1,330,300
Advertising and marketing	1,365,086	1,544,939
Licenses, dues and subscriptions	2,013,137	1,501,367
Other operating expenses	1,311,893	1,591,607
Bad debt expense	511,907	464,747
Grants awarded to others	134,882	282,324
TOTAL OPERATING EXPENSES	101,933,754	79,675,294
(DEFICIENCY) OF OPERATING REVENUE OVER EXPENSES	(15,890,881)	(21,069,154)
NONOPERATING REVENUE (EXPENSES)		
Contributions	1,638,501	43,899
Other income (expense)	1,532,952	305,460
Loss on impairment	(7,148,969)	-
Interest and dividends	2,263,530	2,298,556
Realized gains (losses)	(580,924)	325,817
Unrealized gains (losses)	4,398,206	8,078,473
TOTAL NONOPERATING REVENUE (EXPENSES)	2,103,296	11,052,205
(DEFICIENCY) OF OPERATING REVENUE OVER EXPENSES	(13,787,585)	(10,016,949)
OTHER CHANGES		
Fair market value adjustment for affiliation	17,855,151	-
Inherent contribution from affiliation	663,153	-
Unrealized gains (losses)	1,090,930	730,884
Net assets released from restriction, capital purchases	94,785	-
TOTAL OTHER CHANGES	19,704,019	730,884
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	\$5,916,434	\$(9,286,065)

NATIONAL LUTHERAN
COMMUNITIES
& SERVICES

CONSOLIDATED
STATEMENT OF
CHANGES IN
NET ASSETS

YEARS ENDED
DECEMBER 31, 2020
AND 2019

	2020	2019
CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS		
(Deficiency) of operating and nonoperating revenue over expenses	\$(13,787,585)	\$(10,016,949)
Fair market value adjustment for affiliation	17,855,151	-
Inherent contribution from affiliation	663,153	-
Unrealized gains	1,090,930	730,884
Net assets released restriction, capital purchases	94,785	-
Change in net assets without donor restrictions	5,916,434	(9,286,065)
CHANGES IN NET ASSETS WITH DONOR RESTRICTIONS		
Contributions	1,363,228	712,221
Inherent contribution from affiliation	87,284	-
Funds held in trust income	-	6,246
Change in value of funds held in trust by others	47,574	138,430
Net assets released from restriction	(228,145)	(157,445)
Change in net assets with donor restrictions	1,269,941	699,452
Change in net assets	7,186,375	(8,586,613)
NET ASSETS		
BEGINNING	91,649,489	100,236,102
ENDING	\$98,835,864	\$91,649,489

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National Lutheran Communities & Services (NLCS) is a faith-based, not-for-profit ministry of the Evangelical Lutheran Church in America's (ELCA) Delaware-Maryland, Metropolitan Washington, D.C. and Virginia Synods, serving people of all beliefs. The Village at Augsburg is also a ministry of the Lutheran Church Missouri Synod. NLCS honors, inspires and supports choice and opportunity in partnership with older adults.



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